

**FACTORS INFLUENCING PROJECT SUSTAINABILITY: A
CASE OF SAINT FRANCISCAN SISTERS PROGRAMME IN
OTIENDE SUBCOUNTY IN NAIROBI COUNTY**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF
NAIROBI**

2015

DECLARATION

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

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DEDICATION

Special dedication to my wife Ruth. To my parents Baariu and Mrs Sarah Baariu, my siblings Esther, Kobia and Sabera.

ACKNOWLEDGEMENT

Foremost thank to almighty God. Thanks to Miss Chetalam for her relentless guidance through out the process of this project report. Appreciation goes to the university of Nairobi in particular the depqrtment of extra mural studies and its committed staff that played great role in facilitating the process of this project report development. For professor Gakuo, there is appreciation in particular for his guidance and research methods teaching that provided foundation for this research project report. Finally, special acknowledgement goes to Sisters Evalyn, Anna and Susan for their support through out the process of proposal development and research project reporting.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organization
CDC	Centre for Disease Control ix
CDF	Constituency Development Fund
CEC	Commission of the European Communities
DFID	Department for International Development
ENDAN	Ethiopian National Disability Action Network
EDI	Economic development institute
FAO	Food agricultural organizations

GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (Germany development cooperation).
GOK	Government of Kenya
HCBC	Home and Community Based Care
IEA	Institute of Economic Affairs
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IPMA:	International Project Management Association
ITAD	Information Training & Development
MOEST	Ministry Of Education Science and Technology
NGO	Nongovernmental Organization
NODSD	National Office Department of Social Development
ODPM	Office of Disaster Preparedness and Management
PCM	Project Cycle Management
PMBOK	Project Management Body of Knowledge
RBA	Right Based Approach
SFIC	St Franciscan Sisters of the Immaculate Conception of the Holy Mother of God
SPSS	Statistic Package for Social Scientists
UN	United Nation
UNDP	United Nation Development Programme
UNRISD	United Nations Research Institute for Social Development
WWF	World Wild Life Fund
WHO	World Health Organization

ABSTRACT

The purpose of this study was to investigate the influence of project management capacity, community development structure and participation on project sustainability for projects under SFIC programme in Otiende Subcounty in Nairobi County Kenya. The problem was to establish whether community project management capacity, development structures and participation had influence on community development sustainability. The objectives of the study were; to determine the influence of management capacity on project sustainability; to assess the influence of community development structures on project sustainability; to determine the influence of community participation on sustainability. The research questions the study sought to answer were; to what extent does community project management capacity influence project sustainability; how do community development structures influence project sustainability and lastly to what extent does community participation influence project sustainability. Three bodies of theories namely asset based community development, system and sustainability theories provided frameworks for the study. Descriptive design was adopted. The target population was 1800 people where a sample of 90 respondents was drawn from accessible population of 900 people through simple random sampling. The accessible population of 900 and a sample size of 90 respondents was drawn according to Fisher's and Mugenda's recommendation of 50% and 10% for access population and sample drawn from target and access population respectively. The reliability of the research instrument was determined by piloting with 1% of the accessible population questionnaires analysis using Split-half test where reliability coefficient was $r = 0.7944$ indicating relatively high reliability. Descriptive, correlations and cross tabulation was adopted for data analysis using SPSS. The revelation of the study is that project management capacity to some extent influence project sustainability. This is indicated by positive correlation between respondents indicating having

contributed resources to project, respondents indicating their direct responsibility in raising resources and rating of community leadership at $r=0.87$. Community development structures factors such as experience and capacity to sustain project influences sustainability. Rating of CBOs structures in terms of sustaining projects and age of the CBOs correlate positively at $r=1.0$. Community participation to some extent was found to influence project sustainability. This is indicated by respondents having been trained by the development agencies and number of partners identified indicated by a fair positive correlation of $r=0.214$. Finally on project sustainability indicators, resources contribution by the respondents, age of the projects and community capacity to identify additional partners were revealed as key indicators for project sustainability. The study recommend that in future, development agencies may consider giving priority to developing capacity in community leadership, training, work with the existing CBOs and create awareness on the community role and responsibility on their own development agenda. Finally it is suggested that further studies may be considered for inferentially establish how and why on positive and negative correlations between project management capacity, community development structures and participation with project sustainability indicators.

CHAPTER ONE

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INTRODUCTION

1.1 Background of the Study

The success of the community development projects to a large extent may depend on community involvement and mobilization of local resources. Globally in many developing development agencies are championing for capacity development, establishing sound community development structures and ensuring active participation in projects management. However, though project management is believed to be one of the best vehicles for delivering community development goals, there are allegations that community capacity, weak development structures and poor participation development projects is questionable despite massive investment in developing countries (World Bank, 2009 & ILO, 2012 & Adhiambo, 2012).

On developing countries in Africa, World Bank indicates that limited capacity to set development goals, to prioritize among them, and to revise plans and programs in response to

results achieved is a major constraint on the development process (World Bank, 2009 & WHO, 2010). This literature does not show how or why community capacity to manage their project for sustainability is a concern other than indicating low level of participation. However, their argument is a pointer on the need of community capacity building if development programme are expected to be sustainable. To strengthen the focus on community capacity which is a requisite for participation, we also find the observation made during the time of Paris Declaration on Aid Effectiveness and World Bank report, it is observed that capacity to plan, manage, implement, and account for results in development projects is a challenge (World Bank, 2009 & WHO, 2010). In the declaration the developing countries were required to mainstream capacity building in all their national development strategies in particular focusing at different stages of project cycle.

In Kenya, the government has made increased citizen participation a priority where several policies are directly addressing citizen involvement, sensitization and education being part of many development programmes (GOK, 2010 & IEA, 2012). This indicates increasing recognition of the need to address social aspects of development by incorporating target beneficiaries inputs in development agenda. However, capacity on how to get involved requires to be built but on the basis of empirical findings.

Many researchers have come up with arguments lamenting that many community development projects including donor and government funded projects have been unsuccessful. A case in point is CDF projects which have indicated low level or selective community participation hence low success rate (Nyaguthii & Oyugi, 2013 & IEA, 2012). In their study, Nyaguthi points out that inadequate community development structures especially in CDF management is a reason for poor participation. This argument support the study by Ngunyi and his colleagues in their effort to assess the extent at which mushrooming NGOs in 1990 contributed to community capacity in managing resources (Ngunyi, 1990). CDF has just been mentioned as a case in a point in this study without excluding our case study areas.

Otiende subcounty is among the areas where development agencies and government have been involved massively in community development projects. Allegation on low community participation is an issue though no known evidence of a study proposing investigation on relationship between communities project management capacity, community development structures and participation at different stages of development projects. In Kibera Soweto east

in Otiende division, a case study in slum upgrading projects, inadequate community participation at the project design stage has been pointed out as one of the reasons these projects are not succeeding (Michelle, 2007 & Gawler, 2005). However, the literature does not indicate whether community involved had capacity or not and neither does it indicate specific issues related to community development structures.

1.2 Statement of the Problem

Otiende is one of the region in Kenya endowed with many development agencies but still there are allegations that many projects initiated with good intention end up being unsustainable. Establishing whether there is influence of community project management capacity, development structures and participation in projects on their sustainability is a problem being addressed by this study. This is important because many studies have been found to focus on community participation in general without specifically targeting on how community project management capacity and development structures may relate with project sustainability. A few studies may be found to have no empirical study targeting Otiende division despite long history of many donors involvement. This is important because improved knowledge and awareness is expected to provide basis for developing community project management capacity, structures and participation framework at different stages of project is essential if a programme has ² inable anyway (Oakley & Marsden, 1984; Nyaguthii & Oyugi, 2013).

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of project management capacity, community development structures and participation on community development project sustainability for CBOs projects under SFIC programme in Otiende division of Nairobi County.

1.4 Objectives of the Study

1. To determine the influence of project management capacity on sustainability for projects under SFIC programme in Otiende Subcounty .
2. To assess the influence of community development structures on projects sustainability for projects under SFIC programme in Otiende Subcounty.

3. To determine the influence of community participation on projects sustainability for projects under SFIC programme in Otiende.

1.5 Research Questions

The following questions will guide the study;-

1. To what extent does project management capacity influence projects sustainability for projects under SFIC programme in Otiende?
2. How do community development structures influence sustainability of projects under SFIC programme in Otiende?
3. To what extent does community participation influence projects sustainability for projects under SFIC programme in Otiende?

1.6 Basic Assumptions of the Study

This study was conducted under the following basic assumptions:

1. Indicators selected to measure community project management capacity, development structures, participation and sustainability assumes linear relationship based on cause- effects –cause relationship.
2. The people targeted for this study have strong feeling of their development agenda as the primary beneficiaries hence expected to be committed and being objective in our schedule for interaction throughout the process of this study.

1.7 Significance of the Study

This study may partially be useful in providing information to assist in advocating for planning programs that mainstreams community project management capacity building for project sustainability. It also aims at enticing other scholars to do further research to support the need for carrying out community capacity assessment for particular projects, policies and program strategies that will assist in developing tools for community capacity building. This will provide encouragement and support to eliminate the blanket assumptions on reasons for inappropriate or inadequate community participation, development structures and incapacity that inhibit community based organizations and communities from achieving their projects or programme outcome. Lastly the study becomes a part of body of knowledge highlighting the role of project management capacity, development structures and community participation influence on community project sustainability.

1.8 Delimitation of the Study

The study was limited to Otiende subcounty specifically targeting CBOs structures under SFIC programs undertaking ongoing or completed projects dating from 2012 to 2014 involving members of community who are also members of CBOs. To keep on scope and while acknowledging that community project management capacity, development structures, community participation and sustainability indicators may appear in other activities within CBOs under SFICs programme, the study confined itself on community project management sustainability indicators predicted by selected project management capacity, development structures, and community participation indicators in the context of Otiende subcounty.

1.9 Limitation of the Study

Most of the projects in Otiende take place in slum environment, in this case collecting data was a challenging task where the following limitations were anticipated and remedied;

1. Limited time and resources was allocated for the completion of this study. However, effort was made to keep on schedule by avoiding diversionary and side shows from the respondents.
2. Otiende subcounty is one of the regions that has drawn interest for academic and non academic study such that the people targeted as respondents were experienced in taking interviews with nothing to show for their benefits. This made them to get engaged only on condition of being compensated on their terms. However, all effort was made to clearly and honestly convince them the data collected through them, was purely for academic and not commercial purpose of provide immediate solutions to their perceived problems.
3. Access to slum people in Otiende was anticipated to prove difficult. Collecting data from the slum people with experience of past interviewers fatigue proved difficult. Many would avoid giving any interview and those not found reluctant were threatening to be passive in their responses. However, to alleviate this, effort was made to create effective rapport and being as informal and open as possible.

1.10 Definition of Significant Terms Used in the Study

Community Development Projects: These are sets of unique and coordinated activities identified by Otiende community with support of SFIC as development agency and other stakeholders structured in a similar manner analogous to a vehicle for delivering a community development goal that addresses their felt need.

Community Project Management Capacity: This is the capability of the community living in Otiende division to actively participate through contributing their resources in their development projects to ensure sustainability. The resources include human, materials, infrastructures, land and its environment, finance, technology and information necessary for achieving the community development goal.

Community Participation: This is an active involvement of community in Otiende division who are target beneficiaries of projects decision making and physical contribution under SFIC programme. CBOs Organization structures, partnership and communication have been considered as key indicators for community participation.

Community Development Structures: These are development frameworks under which community development in Otiende division take place. In this proposal the key structures considered for investigation include; legal and institutional frameworks, development programmes and community based organizations.

Community Development Projects Sustainability: This is a measure of how well the projects under SFIC programme are meeting the needs and expectation of the present and future members of the community who are the target beneficiaries. In this project, sustainability of projects outcome, processes, resources and human capacity have been selected as key indicators of community development projects sustainability.

1.11 Organization of the Study

This study is organized into five chapters. The first chapter gives an introduction that covers background of the study; statement of the problem, purpose and objective of the study; objectives; hypothesis, basic assumptions of the study; significance of the study; justification, scope, limitations of the study; definition of significant terms and organization of the study. The second chapter gives a review of literature used in the study, followed by a presentation of methodology applied in chapter three. Data analysis, presentation and interpretation which

include introduction, analysis of background information and correlation are covered in chapter four. Summary of findings, discussions, conclusion , recommendations and suggestions for further investigations are covered in chapter five.

CHAPTER TWO

6

LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is to discuss a literature review and theoretical framework under which the assumption of this study is based. The chapter has been divided into six parts which include; empirical background of the study, theoretical framework, theories on specific factors influencing project sustainability, conceptual framework, knowledge gap and summary of the literature review.

2.2 Empirical Background on Project Sustainability

The history of concept sustainability can be traced back 1970 and later popularized by world commission on environment development (WCED) a branch of United Nations. The concept is founded on economic theory known as theory of environmental limit whose brain child

was Thomas Malthus (1766-1834) & David Ricardo (1772-1823). The argument in their theory is that resource in the environment that we live are finite (White, 1996 & WCED,1997).

In the WCED report namely our common future, the concept sustainable development and sustainability began to take shape and later became popular with environmental conservation. According to WCED, sustainable development is a development that meets the needs of current generation without compromising the ability of future generation to meet their own needs (WCED,1987). In the context of this study therefore, the concept sustainability is about people being able to maintain and sustain the project or programme outcome by their own assets or resources while not compromising the needs of future generation. Sustainability is about people living in harmony with their environment which include nature and one another (Mbiti, 1996).

Sustainability concept bring the issues of three pillars of sustainable development namely economic, social and ecological development. In any community development programme the three pillars are considered systematically and not to be handle in isolation as the proponents of system theories suggests. In their argument, WCED indicates that community economic development is a function of local self reliance, basic human needs affordability, equity in resource distribution, community participation, social accountability, appropriate technology and sound development structures (Tryzna, 1995 & WCED,1997). The influence of the concept sustainability has increased significantly in local, national and international development program ⁷ 21st century. The concept is now popular in Africa and more so in Kenya where development proponents and regulator champions for sustainable planning and development in all sectors. Many countries that are beneficiaries of donor funds as loans, grants or aids or any other form may be forced to be demonstrate their compliance to sustainable planning before any support is advanced. Kenya is one of the beneficiaries of donor funds at different levels of development. In community development funded projects, NGOs and faith based organizations (FBOs) are involved as in case of Otiende subcounty where SFIC an FBO funds community development programme. Both the donors, beneficiaries as well as development regulators or government are therefore more than ever before concerned with design, planning and development of sustainable programme in the community. In the context of this study, sustainability is about the target community who are beneficiary being able to maintain and sustain the projects results under SFIC programme beyond the current external support.

2.3 Theoretical Framework of the Study

Community development project sustainability is a state where the target beneficiaries are able to take responsibility for ensuring people in the current and future generation are able to benefit from the projects by sustaining its outcome, processes, resources and human capacity (ILO,2012; WCED, 1997 & Christina, 2009). In this study, it is acknowledged that capacity building and their indicators is a complex issue that requires review of relevant literature and theoretical frameworks. Community development theorists' view is that Community project management capacity is a multidimensional approach and process of change in community development that depend on effective structure and participation hence likely to influence development projects sustainability. Currently there are numerous theories that explain or can be related to community capacity, development structures and participation in relation to community development projects sustainability, however in this study, a review of three bodies of theory namely; community asset based model of development; system and sustainability theory have been selected to form basis for this study.

2.3.1 Asset Based Community Development Model

Asset based community development has its origins in the United States of America where it became popular in 1960s with John Mc Knight (Kretzman, 1993 & IDA, 2010). Mc Knight began to think about how community could become self-sustaining by focusing on what they have instead of what they lack, that is the resources of the people and the place rather than their needs. The proponent of this theory views development approach as either inside out (asset based or victor based model of development) or outside in or need based or victim based model of development. The argument on asset based theory of development is that every community given its people and environment where it lives has resource potential or capacity to manage its own affairs without necessarily depending from external support (Mc Knight & Kretzman,1993).

Community development is a dynamic process of employing community structures to address social needs and empower groups of people to take charge on issues affecting them (Tamas, 2000 & Mendes, 2008). The authors argue that asset based model of development focuses

on the centrality of oppressed people in the process of overcoming externally imposed social injustices which should be addressed on basis of community assets (strengths) and human rights issues. While there may be many theories of development, in this study community development theory based on community strength is perhaps the most practical framework for community capacity building practitioners hence selected to form basis for this study. In the context of this study, sustainable community development is possible if people identify their strength so that they can use it for their own freedom from oppression. This argument is further supported by World Bank literature. The unique focus on the employment of community structures based on their strength in the process of change is based on Community Development theory where community capacity becomes relevant approach in World Bank projects (World Bank, 2009). Assets and deficit approach to community development are two opposite models applied in community development by design or default. The deficit approach treat community as victim whose salvation is only external unlike asset based approach that considers solution as being born in the community.

Policy makers regard community capacity as a key success factor in a range of policy interventions (ODPM, 2003; ILO, 2012 & IEA, 2012). However, it has been alleged that many policy makers and development agencies adopt negative view or deficit/victim approach to community capacity building. On the other hand, others approach community capacity building in a positive light or latent or asset based approach. In his guide book on building community strengths, he differentiates the two approaches deficit and latent (Skinner, 1997 & Kaler, 1999). In deficit approach, community is viewed as object or victim of problem assumed to have no skills, need to be taught new skills, where method of capacity building is usually passive, and done traditionally, characterised by one way of communication, cannot be trusted with credit and capacity builder does not focus on innovation. Due to dependent mindset, community development projects using deficit approach are more likely to be unsustainable unlike the later asset based approach (Adhiambo & Shikuku, 2012). In asset based approach, the assumption is that the community has capacity that requires activation. In his argument, skills are released from people to do work, method for building capacity is progressive, communication is two way, level of trust in community credibility is high and the role of capacity builder is facilitating innovation or creativity and not ruler or know it all (GIZ, 2013). Comparing the two approaches, there is a need to shift to the asset based capacity approach (ABC) that instead of treating people as

“empty vessels” in often top-down and patronising ways, communities will be seen as essential partners whose skills and knowledge are vital (GIZ, 2013; Nyaguthi & Oyugi, 2013). This view of capacity building acknowledges that communities already have resources- skills, knowledge, talents, expertise, and material goods among others that need to be harnessed. Asset based approach sees communities as active and equal partners that need to be engaged in new ways of working at all stages of community project development. This argument provides a significant challenge to the system to build new and positive relationships with communities based on trust and mutual benefit which are key requisite for development sustainability. The ABC approach forms the basis for this study thus informing on the reason for investigating community project management capacity. This seeks to answer the question on whether there are indicators of community project management capacity that influences project sustainability. Although this study does not exclude other indicators, community leadership; community resources available and project management competence have been selected for investigation. According to ABC theory, the latent capability of the community requires effective leadership which may determine community development structures and their participation hence development project sustainability. Through leadership members of the community are able to analyze their strength, weakness, opportunity and threats (Christina, 2009 & GIZ, 2013). Consequently members of community are expected to identify their local resources and developing critical competences without being dependent in the long run hence sustainable development.

2.3.2 System theory.

The discussion of sustainable community development may be considered incomplete if it does not touch on system theory. System theory is one of the theories that has gained popularity in different fields. It has a background in science traced back to 1968. Though its origin is not clearly known many authors have linked it to Von Bertalanffy a biologist who used it as a basis for the field of study known as general system theory. This involves analysis of multidisciplinary fields to understanding a problem. In his argument, this theory provided that any approach to problem solving including community development programmes must consider the systematic thinking where one views any living entity as subject to influence by many other factors from both inside and outside (Midgley, 2003 & Kerzner, 2006). This theory is related to sustainability theory since the two acknowledge the role of harmony between people and their nature or environment (Mbiti, 1996). On their argument,

the proponents of system theory posit that for any sustainable development to occur one has to consider the interplays of different factors inherent to the environment.

In the context of this study, sustainable community development projects involves systematic and logical processes that involves several interplays namely community development structures, community participation and human capital in terms of their capacity to manage their development programmes. The idea behind a system theory is that individual, groups, organizations and institutions and other organs whether natural or man made do not exist in isolation. As environment occupants they exist in an environment characterized with several and complex interrelationship (Midgley,2003 & WCED,1997). As far as this study is concerned and in relation to system theory, understanding how a project itself operates is a system is a system within other systems and this is crucial in approaching the issue of community capacity, participation and development structure in relation to development project sustainability.

Community development project management involves systematic and logical processes involving several interplays. The idea behind system theory as applied in this study is those individuals, groups, organizations, institutions and other organs whether natural or manmade do not exist in isolation. As environmental occupants they exist in an environment characterized with several and complex relationships. Understanding how a project itself operates is a system within other systems and this is crucial in approaching the issues of community capacity in managing a project (Beata, 2014). Socio-Political, cultural, economic, technological and legal environment determine community development sustainability (CEC, 2001). In their journal, Beata et al indicates that systematic thinking on development is a contextual competence required by project management leaders and team and this is a support to the system theory.

A system theory developed by Ludwig von Bertalanffy and others provides an analytical framework which can be used to describe some of the many factors involved in community development (Whitehorse, 2000 & Tamas, 2000). Some of the key concerns in community development, such as assessing power and influence, understanding the dynamics of inter-group relationships, and considering the changes involved in planning development activities, can be understood and described using System Theory. Community project management

capacity environment, existing community development structural frameworks and community based organizations structures are some of the components of system under which community project operates but within a macro system that influences them. These components together with others not covered in this study may interact to influence community development project sustainability. Terms such as systems and sub-systems, closed and open systems, system boundaries, the transfer of energy or influence across boundaries, feedback and system balance (or homeostasis) can be used to clarify what sometimes seems to be a bewildering array of information involved in community development work (Mendes, 2008). Community development project is an open system with all and other characteristics mentioned by Mendes and understanding community development sustainability issues is well placed when one considers system theory.

This study describes the basic system theory concepts in a way which will relate them directly to community development. In their literature, Whitehorse indicates that there are basic concepts that form the foundation of system theory that is applied in community development. They point out that most community development work usually involves systematic steps which include; Assessing the community need; carrying out capacity assessment, Selecting development goals; Planning a strategy to reach those goals; Carrying out activities to achieve goals, and Evaluating progress and including the results of evaluation in subsequent activities. All the activities in the name of community development will require systematic and logical thinking. ¹² ; this argument, any strategic community development planning and its execution will require one to consider social, cultural, ecological, technological and political environment which forms a complex system under which community exist and at the same time influence community project management capacity hence sustainability of project outcome. For example in a community with high literacy level project management capacity can be high compared to a community with low literacy level.

In the context of this study, there is agreement with other authors that the use of System theory concepts can help the community development agents in organizing information and see the patterns in complex community processes as they plan and carry out development activities with their communities. Following the system theory argument, project management and its development stages conform to system theory. The stages of Community development projects may exhibit different challenges in terms of capacity especially where people assume all project stages have the same community participation characteristics.

Empirical study that considers the variation of community capacity and its likely influence on development project sustainability will most likely form a foundation of “why and what” questions as proposed in this study.

2.3.3 Sustainability Theory

The concept sustainability can be traced back to 1970 and later popularized by world commission on environment development (WCED) a branch of United Nations. The concept is founded on economic theory known as theory of environmental limit whose brain child was Thomas Malthus (1766-1834) & David Ricardo (1772-1823). The argument in their theory is that resource in the environment that we live are finite (White, 1996 & WCED,1997). In the WCED report namely our common future, the concept sustainable development and sustainability began to take shape and later became popular with environmental conservation. According to WCED, sustainable development is a development that meets the needs of current generation without compromising the ability of future generation to meet their own needs (WCED,1987). In the context of this study therefore, the concept sustainability is about people being able to maintain and sustain the project or programme outcome by their own assets or resources while not compromising the needs of future generation.

Sustainable development is a development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs and expectations (Bossel, 1999, World Bank, 2005; ILO, 2012 & CEC, 2013). The need for sustainable development has become an issue in any part of the world. However in order for one to know what is a sustainable development, knowledge of what is important for the viability of the systems and how that contributes to sustainable development is necessary. When assessing the community capacity in managing projects understanding sustainability issues is important. The capacity of a community to manage a project in itself is an indicator of sustainability. When considering the protagonist of sustainability theory, any capacity building strategies need to examine the interconnected nature of both the local and larger networks which is also a systematic factor as discussed above.

The theory of sustainable development indicates that the concern of Sustainable development is management of the process of change, not on setting an end goal with fixed outcomes. It recognizes that uncertainties exist, necessitating flexible and ongoing processes. It also

supports diversity and differences within the local setting. Inherent in this concept is consideration of the social, political, economic, and cultural relationships fundamental to development agenda. In this theory, sustainable development requires a broad picture view-global thinking and local action of communities, while constantly thinking critically about and fine-tuning the small intricacies of the relationships that ultimately shape these communities. Management of projects requires three key competencies namely; contextual, behavioural and technical skills. In regard to sustainability approach to community development project leaders and team require contextual competence to a larger extent and not excluding behavioural and technical competence (Beata , 2014).

Looking at the focus of this study, sustainable development theorist informs us that in order to identify community needs and set priorities, there is a need to determine community preferences and balance competing interests. In this argument, people and their social institutions must be included in the community planning process to increase the probability of achieving a successful and sustainable outcome because lasting change generally comes from local involvement (DFID, 1995, Chaskin, 2001; Robert, 2001; Nyaguthii & Oyugi, 2013).

Many good programmes fail because the proponents have never stopped to assess community capacity or asset before rolling out the programmes. Long-term goals of the sustainable development should seek to empower people, increase community participation, foster social cohesion, enhance cultural identity, strengthen institutional development, and promote equity and fairness (Carol, 1999).

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Sustainable development theory suggests that human and social capital should be treated much like natural resources. Efficient and effective use of these resources provides long-term, sustainable benefit to local communities (CEC, 2013). The investigation in this study borrows from sustainable development theorist emphasis that capacity assessment is crucial foundation for community participation in development projects. Following this argument, sustainability of project outcome, maintenance of project deliverables processes, resource mobilization capacity and human capacity establishment have been selected as key indicators for community development sustainability. In the following section, theoretical framework on specific indicators of community project management capacity and community development projects sustainability are discussed.

2.4 Project Management Capacity Influence on Project Sustainability

The environment under which a community development projects operates may be a starting point in investigating community capacity to manage their own project for sustainability. Project management capacity factor is one of the independent variable in this study. It is the ability of the community members to actively participate in the management of the development projects that target them as beneficiaries. Community capacity can be categorised as functional, technical and behavioural (UNDP, 2006). Community capacity to participate in project management is suspected to influence the level of community development projects sustainability. Many programs in developing countries are poorly grounded in theory and lack consistent conceptual frameworks (World Bank, 1986). Though not established, this could be attributed to lack of empirical description of how capacity and sustainability relates. According to ENDAN, 2011, the capacity factors for investigation when planning for community development project include; human resources which covers skills, experience, talent, cooperation, knowledge, ability to work and good health; social factor which include relationships among individuals, organizations and groups within the community, political structures and informal networks as well as natural factors. Community resources which include finance, people, natural and manmade physical resources require effective leadership (ILO, 2012& CEC, 2013).

Following the argument in this study the CBOs and members of community undertaking projects under SFICs programme operates under socioeconomic and political environment characteristics that influences the ability to manage projects. According to Aspen institute 1996, every community is endowed with certain level of resources which may include people, infrastructures, ecology, natural resources, finance capital and labours which can also be regarded as factors of production. For these to be of any use effective leadership is essential. Although other factors may form interplays in community project management capacity, this study has focused on community leadership, community resources and project management competencies as indicators for community project management capacity.

Leadership is one of the indicators in this study. It is the ability to influence the action of other people in order to take or contribute to a certain cause of action therefore a key determinant in community resources mobilization. Participatory development is based on the facts that people need to be unified for self reliance to find a way for improving their destiny by a leader (Olukutun, 2008). Effective leaders support, direct, deal with conflict,

acknowledge and encourage community members voices, shares leadership and facilitate networks to build community resources and this is expected to influence their capacity in managing projects. Leaders have strategic vision and mobilize resources both human and material by bringing diverse skills, knowledge, talent, experience and cooperation together for a common purpose (Public Health Agency of Canada, 2007). Noting the explanation given one will agree that the type of the community leadership can influence the community capacity since leaders are said to have power to influence resource use and allocation but how they do it is a question to be answered. Acknowledging the leadership factors in the focus is on how the community view their leader's style, and who make development decisions and how community development goals and processes are developed.

Project management competence is one of the variables under investigation as a factor of project management capacity. It is about the ability of the responsible members of community to apply contextual, behavioral and technical competence in identifying, planning, implementing, monitoring, evaluating and sustaining community development projects. Good intention and resource availability may not guarantee the desired outcome where key competence in managing projects is lacking (Hans, 2014 & Shikuku, 2012). This study will seek to establish the level of project management capacity among the community targeted by projects under SFIC programme in Otiende division.

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The level and accessibility of resources in the community in this study is suspected to influence their project management capacity hence project sustainability. Community resources include people, nature and its occupants, materials and infrastructures, finance and information. People or human resource will be considered to include knowledge, skills, talents, experience, physical health and community sense. Nature and its occupants will include land where land carries other resources such as water bodies, forest, minerals; space, crops etc. materials and infrastructures will be considered to include ant items or means than enhances community capacity.

2.5 Community Development Structures Influence on Project Sustainability

Community development does not take place in the vacuum but in certain structures. These structure ranges from community based organizations, institutions, legal frameworks, policies and development plans. As far as this study is concerned and agreeing with carol et al in their literature on building capacity for NGOs, structural frameworks provides flat form under

which community development take place (Carol , 1999). In this study some of the important structural framework under investigation include; Community based organizations structures, Legal and institutional frameworks, Development plans and programmes.

Community structures includes smaller or less formal community groups and committees that fosters belonging and give the community a chance to express views and exchange information. Mainly it is through these organizations that most of SFIC projects are founded. In developing countries, church groups, youth groups, and council of elders, women guild, self help groups and other common interest groups are examples of community structures. The evidence has shown that in many community development activities, the entry point is the community structures. Community engagement is the process of working collaboratively with groups of people who are affiliated by geographic proximity, special interests, or similar situations with respect to issues affecting their well-being (CDC, 2011). This observation agrees with Carol et al indicating that there is consensus among scholars and practitioners that creating and maintaining active citizen involvement through associations and groups of all kinds is an important feature of strong communities (Carol, 2001). This definition supports our argument that community structure is one of the capacity issues in community development hence need for investigation as proposed in this study.

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The nature of the existing legal frameworks and institutions governing community development will influence the efficiency and effectiveness of development programme in a given community. According to Koech, 2012 in their evaluation of socioeconomic factors affecting the adoption of improved agriculture technologies among women in Marakwet County, they have indicated that land laws restricted women from accessing land for farming. Although, this was a case of women in marakwet, land issues and empowerment are some of the structural issues that inhibit community capacity hence worth investigation.

Institutional framework defines the stakeholder's relationship of a given community (Carol, 1999 & WCED,1997). The institutional framework in which community development takes place may comprise a wide range of stakeholders including local, national, regional or international. In Kenya context and in particular the target population for this study, the institutions that affects community development plays different roles. Institutions plays various roles which may include but not limited regulatory, enforcement, controlling monitoring and among other roles. The need to assess the status of institutional framework in

this study is an indicator of acknowledging system theory that explain community development take place in an interdependent and integrated environment that requires evaluation when determining community capacity and participation in development projects.

The policy framework which pertain community development embraces a number of policies and policy documents, and strategies pertaining to local development, regional and national development. In Kenya under which the community forming the population targeted by this study there are several policies and plans related to; poverty reduction; land access, management and control; and, livestock management among others (National Coordination Agency for Population and Development,2005). Program as one of the community development structure is a multilevel, multi-sectored package of measures, requiring multilevel planning and structuring, leading towards an overall goal (ENDAN, 2011). In our literature review and theoretical background we have pointed out that community development will require a multidimensional approach but in a systematic way. To achieve development goal, community development agencies together with target beneficiaries and other stakeholders design programme that will be used as a vehicle for development.

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Government structures and institutions in any country is the main player in the development of its citizens. According to constitution of Kenya 2010, Government reflects the will of the people through a representational process in which all citizens can participate (GOK, 2010). “Will” gets reinterpreted as it proceeds up the legislative and policy making ladders and then down through the bureaucratic and regulatory ladders, through the process of politics. However, people will exercise their will if capacity built for empowerment so that they can participate hence sustainable development. In this study, the focus is on how people perceive the status of government support in terms of whether they consider it supportive or unsupportive to community development projects.

2.6 Community Participation Influence on Project Sustainability

The key to effective project cycle management is to ensure that the stakeholders have a voice in project decisions, and that project decisions are based on relevant and sufficient information that will allow sufficient contribution at all stages hence project sustainability (Gawler, 2005, Khan, 1998; DFID, 1995 & CEC, 2013). Based on the assumption of this study, project development is a systematic, iterative and cyclic process that involves

identifiable stages and each stage with expected outcome related in cause-effect-cause relationship. Regardless of the institutional differences, the principles of project management remains so that all project cycles will share the common characteristics where a project cycle defines key decisions, information requirements and responsibilities at each phase in participatory manner (ITAD,1999). Each phase of the project cycle has specific priorities and requires stakeholder's inputs to produce relevant outputs for assuring sustainability (UNDP 2003, Olukutun, 2008 & Simon, 2006; & NODSD, 2006). The implication here is that a successful project is the result not only of the accuracy of the technical solution, but also of the acceptance by all the parties involved hence participation. Experience has shown that too many decisions concerning projects have been taken without sufficient consultation with beneficiaries and stakeholders, and without the necessary information hence projects becoming unsustainable (Nyaguthii & Oyugi, 2013). The key to good project cycle management is to ensure that the stakeholders have a voice in project decisions and that project decisions are based on relevant and sufficient information (IFAD, 2012; Baum 1978; PMBOK, 2008 & Shikuku, 2012). What is not clear in this allegation is that the author does not tell the reasons for stakeholders not getting involved. In this study it is suspected that many stakeholders may not get involved out of their own will or due to lack of capacity to participate. Many development agencies and community development researchers seem to appreciate that community project management capacity is critical for better project outcome but only on condition of beneficiaries' participation (Shikuku, 2012). Community participation levels and their outcomes may manifest differently at different stages of project cycle management depending on the capacity (Carol, 2001; Nyaguthii, 2013 & IFAD, 2012).

Following the discussion above, it is clear that stakeholders must be involved at different stages in the cycle. However, community members if they are stakeholder who requires being involved may require one to build their capacity but then based on empirical study as proposed in this case. The specific focus of this study is to assess community participation influence on project sustainability. Although, not considering them exclusive, Community based organization structures; partnership and communication have been selected as indicator for community participation discussed as follows;

CBOs are voluntary associations of community members that reflect the interests of a broader constituency (Vitae, 2001). CBO arises with view of responding directly to unaddressed need

or a problem within the local community by mobilizing local resources. Community organizations and networks have unique ability to interact with affected communities, react quickly to community needs and issues and engage with affected and vulnerable groups hence considered a factor of investigation project management capacity. CBOs provides direct services to communities and advocate for improved programming and policy environments enabled to build a community's contribution and influence development (WHO, 2010). The best structure for any organization will depend upon who its members are, what the setting is, and how far the organization has come in its development. Regardless of what type of organization structure one decides upon, there are three elements which must be evidence and subject to this study. These elements includes; status of governance, existence of legitimate rules, definition of roles and responsibilities; and relationships which are used as basis for measuring efficiency and effectiveness. These are also indicators for good leadership (Carol, 2001 & Mayer, 1995). The efficiency and effectiveness of CBO to a large extent depends on the clarity of roles and responsibilities. In this study, the focus is on clarity of roles, responsibilities, partnership and networks, communication systems, reporting guidelines and existing leadership development strategies among CBOs.

Partnership is the willingness of two or more people/groups to work together to achieve a mutually beneficial outcome(s) based on a willingness and commitment to share knowledge, understanding and resources (both material and personal) equally. Other than sharing benefits, partners are committed to share costs or liability or sacrifice. According WHO, 2010 & Carol, 2001, Community networks, linkages, partnerships and coordination coupled with resources and capacity building which human resources with appropriate personal, technical and organizational capacities, financing which include operational and core funding and material resources such as infrastructure, information and essential medical & other commodities & technologies are some of the core necessities for effective community system strengthening.

In the theory and literature review of this study, we have indicated that community development is a complex undertaking that requires multidimensional approaches. In our study we consider partnership and networking as important capacity indicators. In this view we seek to explore the view of our target population on the extent of partnership and networking of the CBOs which provide platform for community to develop themselves (Carol, 1999 & Doug, 2007).

Communication is suspected to be a key requisite for successful and sustainable community development project. A sound decision making is based on availability of relevant information (PMBOK, 2008). In the discussion of the theory of sustainability at some point there are agreements that members of the community targeted for development project should be informed in order to make sound decisions to enable them participate in projects actively so that they can sustain the project outcome. Sharing project information is a source of power that propels the successful completion of a project. It is hypothesized that the communication system within the project team or organization significantly influences its effectiveness because communication occupies over 70% of people time (Jerzy, 2011 & WHO, 2010). When people collaborate to achieve goals, good communication contributes to success in several ways which include; Improved focus on the goal, Increased productivity, Fewer errors, Better decisions, Continuous improvement and Better project management as well as ownership of the process and sustainability of the product or services (PMBOK, 2008). In this study, though there are many issues dealing with information dissemination, we will focus on establishing whether members of community, CBOs and partners do get progress 21 ion in terms project schedule, budget, goals achievement, changes and proposed solutions.

While there is appreciation of the agreement between several literatures reviewed that community participation is critical, it is important to note that there are no universal indicators of community participation. With this argument it is not clear how community participation influence on project sustainability would be manifested in the context of Otiende community. To specific, this study focuses on three indicators for measuring community participation as our key variable. These indicators include community based organization structures, partnership and communication.

2.7 Community Development Project Sustainability Indicators

Community development project sustainability is a state where the target beneficiaries are able to take responsibility for ensuring people in the current and future generation are able to benefits from the projects by sustaining its outcome, processes, resources and human capacity discussed as follows;

Sustainability of Outcomes is where the improvements and the gains through the projects on endure beyond the project completion. Sustainability of Process is about development

projects providing a set of direct and indirect services through the process as project was designed where these services are its process to beneficiary communities (Wrick,2009). Sustainability of the process depends on individuals and institutions to continue providing those same services after the assistance and subsidies of a project are withdrawn. This depends on the viability of existing structures and people's capacity and potential for survival and continued function when the initial external support exits. It is about assessing the capacity community development projects implementing organization internal abilities to maintain and sustain structure that enables processes of generating project benefits (Christina, 2009 & ILO, 2012). Target beneficiary's involvement in sustainability planning, willingness to contribute resource to support projects, strong organization structures, resource mobilization competencies and human capacity development may determine the sustainability of a community development projects processes.

Sustainability of resources refers to the extent to which activities promoted by the project will preserve/deplete the natural resource base (ILO, 2012 & WHO, 2010). It is about effectiveness in mobilizing and using local resources to improve livelihood and sustain outcomes for current without compromising the future generation. Sustaining human capacity is about strategies for ensuring there is capacity to sustain the project outcome and impact. Resources mobilization and project financing as a stage in a new project and continuous undertaking for an ongoing or future development projects requires capacity to ensure sustainability. In our study, we acknowledge that the external support for starting and implementing a new project can be short-lived and therefore a reason for investigating the structures available for continuity or sustainability. Without straying to general issues of resource mobilization and financing, the key issues of investigation in this study will be to establish whether members of community, CBOs and partners knows the main and co-financiers; their other ways of sustaining the projects and whether there is effective sustainability plan in place.

An empowered community are willing to contribute their resources for their community development projects. In theoretical framework, two approaches to community development which include asset based approaches have been discussed. In a needy approach, community is viewed as victim of problems and are helpless so they require total support from outside. On the other hand asset based or latent approach view community as people with untapped potential that requires help to exploit it. Although the two approaches have been discussed, our study is based on asset based dimension as part of the theories guiding the formulation of this study. The champion of asset based approach emphasises that valuing the knowledge,

resources and strengths within local communities and working in partnership with communities and local organisations to realise community dreams and aspirations for a stronger and more inclusive community should be a priority in formulation development intervention (Frank, 2010).

Human capacity to manipulate resources and creates greater benefits is a fundamental resource in project management which is no exception in community development projects. Project managers, leaders and team play a crucial role projects and influence projects' success and its sustainability. Their role is unique in community development projects due to the fact that community projects always deal with multiple stakeholders whose opinions can influence the projects outcome sustainability. Progress in community development projects creates an increasing need for developing competences (knowledge, skills, and attitudes). Contextual, behavioural and technical competencies are primarily essential in development project success and its sustainability (Beata, 2012).

To establish the extent to which project management capacity, community development structures and their participat²³ influence sustainability, the selected variables indicators were measured and correlated with sustainability indicators discussed. The variables under investigation was conceptualized and operationalised as explained in the following section and illustrated in conceptual framework in Figure 1 and operationalization of variables in Table 3.3

2.8 Conceptual Framework

The problem under investigation in this study was to investigate the influence of project management capacity, development structures and participation on projects sustainability. Based on theoretical framework covered in this study, four variables have been considered to form conceptual framework. The independent variables include; Project management capacity, community development structures and community Participation. These variables are used to predict the dependent variable community development projects sustainability. However, the factors likely to influence the predicted relationship include government policy and community values. The conceptual framewok of the variables under investigation is as shown in Figure 1.

Independent Variables

Moderating Variable

Dependent Variable

- | | | |
|---|---|---|
| <p>Project Management Capacity</p> <ul style="list-style-type: none"> ▪ Community leadership ▪ Community resources capacity ▪ Project management competencies | <table border="1"> <tr> <td> <p>Government Policy</p> <ul style="list-style-type: none"> • Civic education </td> </tr> </table> | <p>Government Policy</p> <ul style="list-style-type: none"> • Civic education |
| <p>Government Policy</p> <ul style="list-style-type: none"> • Civic education | | |

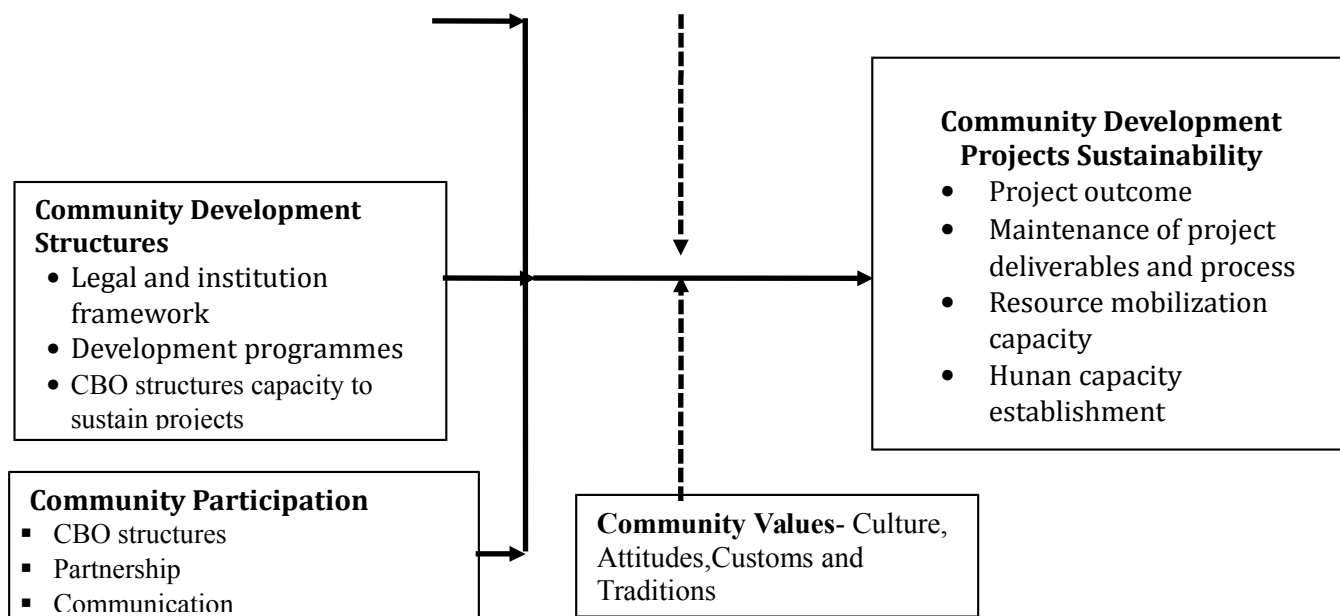


Figure 1. Conceptual Framework

Intervening Variable

2.9 Knowledge Gap

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Many literatures on community capacity, and community development projects sustainability have indicated attention on extent and how to improve community participation. However, a few studies seem not to have focused on how community project management capacity, community development structures and participation influences community development project sustainability particularly in poor urban community of Otiende division in Nairobi county. In this study the knowledge gap prompting the need for further investigation were derived from six bodies of literatures reviewed.

Ngunyi, 1990 in their research project seeking to establish how NGOs had built local capacity in Nairobi and Machakos suggest that there is need for further investigation on how community effectiveness varies across different project development stages in other parts of the country if projects were to be sustainable. This is in agreement with Mitchell *et al*, 2007 on their case study of Kibera slum upgrading project of Nairobi in Kenya. They point out in their recommendation that there is a need to assess in case by case area of capacity building in all project cycle management involving community. In his literature review on community capacity building for voluntary and community sector in Newzealand, Simon indicates that sporadic and uncoordinated capacity building effort was the cause of poor community participation leading to unsustainable projects (Simon, 2006). He suggests further

investigation on community capacity in participating at various steps in project development with an objective of ensuring sustainability. This further agree with Institute of Economic Affairs of Kenya (IEA, 2012 & Nyaguthii,2013) on CDF review on community participation and Koech, 2008 on Socioeconomic Factors Affecting the Adoption of Improved Agricultural Technologies among Women in Marakwet County Kenya respectively. Both suggest further investigation on how community capacity and development structures in managing their project affect their participation hence sustainability of project outcome. In conclusion, there is a need to establish empirically how community project management capacity, development structures and participation may influence community development sustainability particularly in context of poor urban community of Otiende subcounty.

2.10 Summary of Literature Review

Three bodies of theories which include asset based community development model; system and sustainability form the basis of the research. In order to explore the community project management capacity one would better view community as an asset; consider community development as a systematic process 25 unity participation as an important factor for development sustainability.

The literature review on the proposed variables and their related indicators points out that many authors acknowledges community capacity building and participation as crucial requisite for successful community development projects sustainability. However, the common feature among all the literature reviewed is that none of them has been able to provide empirical studies on how community project management capacity may influence community development sustainability in the context of poor urban community especially Otiende of Nairobi County in Kenya. To achieve the goal of the study, relevant literature on the variables community project management capacity, community participation, community development structures as predictors of community development project sustainability has been considered.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods adopted for this study. Research design, target population, sample size and sample selection, data research instruments, validity, reliability of research instruments, data collection procedure and data analysis techniques are covered.

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3.2 Research Design

A research design is a plan that describes how, when and where data are to be collected and analyzed (Parahoo, (1997). In this research project the researcher used descriptive research design in order to determine the selected factors' influence on community development projects sustainability under SFIC programme in Otiende division of Nairobi County in Kenya. According to Burns & Grove (2001), descriptive research is designated to provide a picture of a situation as it naturally happens, justify current practice and make judgment and also develop theories. In this study the researcher in the same way has given a picture of influence of community project management capacity, development structures and community participation on community development project sustainability in Otiende division.

3.3 Target Population

The target population for this study was 1800 people identified as members of 36 CBOs projects where the sample was drawn. A population is the total collection of elements about which a researcher wish to make some inference (Mugenda, 1999). This study involved a set of 36 CBOs projects under SFIC programme in Otiende division in Nairobi county of Kenya involving about 1800 people both adult females and males.

3.4 Sample and Sampling Procedure

A sample is a group on which information is gathered and the finding after analysis can be used to make generalization about a population (Kothari, 2004 & Mugenda, 1999). The argument of the two authors is that by selecting some of the elements in a population one can draw conclusions about the entire population based on a sample.

In this study, the sample was drawn from sets of population made up of 1800 people identified as members of 36 CBOs pr 27 or SFIC programmes since 2012 using simple random sampling. To avoid biasness, both officials and ordinary members are generally considered as CBOs project members who are also a subset of Otiende community members. In statistics, a simple random sample is a group of subjects chosen from a larger group where every individual has a chance of being selected (Cooper & Schindler, 2006). In this study a sampling procedure of lottery technique was applied where using Fisher’s model of sampling in social research that guide on determine accessible population the 2 and 90 CBOs and respondents will be picked as a sample (Fisher, 1992). Fisher 1992 recommends 50% of the target population in social research which is accessible population is appropriate for drawing a sample whereas Mugenda 2004 recommends 10% is appropriate for the sample drawn from accessible population based on fisher’s model as shown in table shown in Table 3.1

**Table 3.1
Sampling Procedure**

Category	Target Population	Accessible Population 50% target population	Sample Size 10% of access population
CBOs Projects	36	18	2
CBOs Projects members	1800	900	90

Since the study involved both official or management team as well as ordinary members of the community, to ensure representativeness, the random sampling procedure was subjected to the categories of respondents as shown in table 3.2 below.

Table 3.2
Sample Size By Respondent Category

Category of respondent	Management team/officials	Members of community involved	Total
Target Population	180	1620	1800
Accessible Population 50% Of Target Population	90	162	750
Sample Size 10% of the Accessible Population	9	81	90

After getting a sample size, sampling from accessible population was done using a simple random sampling. In statistics a simple random sample is a group of subjects chosen from a larger group where every individual has a chance of being selected (Cooper & Schindler, 2006). In this case a biasness was minimized since every individual in the two categories was expected to have a 28% chance of being selected to participate in the study.

3.5 Method of Data Collection

Data collection was done between July and September, 2014 and took two weeks. In this study both primary and secondary data was acquired. Sample of 90 respondents derived from a population of 1800 who were identified as members of 36 CBOs projects. During this exercise, the respondents were assured that strict confidentiality was to be maintained in dealing with their responses as provided by code of ethics in research procedures.

The SFIC leaders were requested to provide the information on the three projects selected in Otiende. Since they played the facilitative role, they were required to help a researcher identify the project coordinators and community based organizations leaders involved with the selected cases. After identification of the projects for this study, the active project coordinators and CBOs project leaders were contacted and explained the purpose of the study so that they could support the researcher.

Primary data was collected through questionnaire and observation. The questionnaire contained a set of 35 questions from 90 people as shown in table 1. A questionnaire is a set of questions used to gather information in a survey. It has a technique designed for collecting primary data by eliciting written responses from the subject. The questions were both open and close ended. Some parts of it were designed to get opinions and comments on specific issues from the research participants. Close ended questions were used to save time and open ended questions to get in-depth knowledge and insight; as well as personal experiences and observations.

Questionnaires were administered directly to the respondent which was expected to increase high rate of return and reduce the cost. The approach also allowed the researcher to have an opportunity to explain the study and answer any question that the respondent had before completing the questionnaire. The questions included were based on background information and the four indicators for measuring the proposed variables which include project management capacity, community development structures, community participation and project sustainability as shown in Table 3.3

The observation guide was used to collect data that would be acquired through researcher self observation instead of direct responses from target respondents. For observation guide see appendix iv.

Secondary data was gathered through content analysis of selected information sources. This involved review of previous literatures and documents. Some of the documents that were considered include CBOs, SFIC and partners documents; journal articles, published books, government documents, policy papers, manuals, related Acts/Rules/Regulations, research reports, internet documents etc. The books and published documents relevant to the study were collected from various sources like from appropriate institutions of learning, research and training including internet.

3.6 Research Instruments

The questionnaire was designed with 35 questions to be answered by every one selected as participants of the study. Respondents were required to respond on six (6) and thirty (29) questions on demography and indicators related to variables under investigation respectively. A questionnaire was designed as the instrument for collecting and facilitating data collection. It included the component of community driven development information which includes

community project management capacity, development structures, and community participation and sustainability indicators. On project management capacity the questions were formulated to seek information community leadership, resources, development goals and individual involvement. For development structures, government support, capacity building structure, legal and institutional frame work, development plan, CBOs capacity and duration of operation or experience indicators were investigated. On community participation, individual roles, partnership, CBO's outreach capacity, reporting and information accessibility indicators were examined. Finally, CBOs members training, duration of project benefits, development of sustainability plan, resource contribution, organization structure, local resources, development partners, resource mobilization, project replication and project management competencies indicators were investigated.

The instrument underwent several reviews with objective of making it valid and reliable for data collection. The questionnaires were given to community development and social development expert to help in fine tuning before the same is forwarded to the research supervisor Ms Cheptalam of University of Nairobi for comment and correction and later finalization.

3.6.1 Validity of Research Instruments

Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda, 2003 & O'Donoghue (2003). This refers to whether the research truly measures that which it was intended to measure or how truthful the research results are. The validity of research instruments in this study was tested through a pilot study which was done on a population similar to the target population using split half method. The pilot study was done on 1% of access population who were not to be included in the study. This was done to determine the possibility of flaws, weaknesses and ambiguities in any of the question. It was helpful in knowing whether a questionnaire would elicit the type of data desired and anticipated, if the data desired could be meaningfully analyzed in relation to the stated research questions and find out whether the time, cost and staff requirements estimated is valid. After pretesting, the questionnaires were edited before the final data collection.

3.6.2 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials implying that circumstances under which the measurement will take place will be consistent (Mugenda, 1999). Reliability is the extent to which a measuring instrument contains variable errors, that is errors that appear inconsistently from observation to observation during any one measurement attempt or that vary each time a given unit is measured by the same instrument. Reliability was achieved by making sure that other exterior causes of variation such as boredom, exhaustion and fatigue was minimal as possible. This was attained through creating comfortable surroundings prior to the research study to the research assistants and to the respondents during data collection. Lively and friendly environment was created before carrying out the research. The researcher also trained the research assistants thoroughly before releasing them to administer and collect questionnaires.

The internal consistency of the items and reliability coefficients was calculated from the pilot study data. According to Roscoe (1969), the split half method was applied to establish the coefficient of internal consistency. Split- half test was done to obtain the correlation coefficient (r) using the Pearson Products Moment Correlation using computer with the aid of SPSS programme. The results obtained are as shown in Table 3.1 below;

Coefficient Formula indicated below: 31

Table 3.3

Reliability analysis -Split half test-Alpha

Measure	Value	Lower Bound	Upper Bound	F-Value	Sig
Single Rater	0.0544	0.0280	0.0927	1.9780	0.0000
Average of Raters	0.7944	0.2596	0.5348	1.9780	0.0000

Note

- N of Cases = 10.0 (Pilot)
- Reliability Coefficients- **Alpha = 0.7944**

The reliability analysis for testing consistence was done using SPSS given alpha model at 95% confidence interval results to alpha value of 0.7944 or 79.4%. The reliability coefficient in this case was considered above average therefore the research instrument was reliable to a larger extent. It is suspected that the failure of the instrument to score high could be attributed

to respondents' biasness or lack of concentration on the questions or respondents guess on our intention or Hawthorne effects.

3.7 Data Presentation and Analysis Techniques

Quantitative and qualitative data analysis methods were used to analyze the data. In view of this study, we acknowledge that measuring the indicators of project management capacity, development structure, and community participation and are difficult. In this case, the quality description was converted into quantitative information where responses were coded. The important evaluation techniques considered for this study was survey using questionnaire. The information gained through this technique was used to calculate nominal measures, rank ordering of categories and frequency distribution in analysis.

Data cleaning and editing was done to confirm the completeness. Data was coded and analysed. Since this study focus on answering question on "what", establish relationship and its direction between variables, descriptive, correlation and tabulation were used. Data was then interpreted and a report generated. The analysis techniques used enabled the researcher to derive to meaningful information that led to a useful summary, conclusions and recommendations.

The descriptive statistics was done to $n = 32$ demographic information of respondents and to compute scores for the various factors under consideration. The open ended responses were categorized after identifying the theme and assigned numbers to them representing their codes. Measures of central tendency including; median, mean and mode and variability including range, standard deviation and variance were measured.

The Statistical Package for Social Science (SPSS) was used as a tool for analyzing data with the aid of a computer. The software was chosen because it is the most widely used package for analyzing survey data. Besides being the most used package, the software has the advantage of being user friendly and versatile. It can also be easily used to analyze multi-response questions, cross section and time series analysis and cross tabulations. The data was organized and presented in tables and by textual explanation.

3.8 Ethical Considerations

The study participants were briefed on the purpose of the study and made to understand that participation was purely voluntary. The respondents were informed on the sensitivity of

some of the questions that were to be asked. They were to be aware that the information were to be treated with confidentiality and remain anonymous. The participants were asked to give an informed consent for their voluntary participation. The intention to carry out the study was communicated to administrative authority in Otiende division and permission was granted.

3.9 Operation Definition of Variables

The variables selected for this study were operationalised and defined as indicated in Table 3.3 below. The operation definition of variables is a graphic framework adopted in this study to show the hierarchical relationships between variables and their indicators and measurement while showing the measurement scales, data collection methods and proposed tools for analysis. The framework shows how the proposed study objectives will be achieved. It shows the independent and dependent variables with their respective indicators and how they were measured. Operation definition of variables is a basic tool that a researcher used in formulating the questions for use in the questionnaire and observation.

Table 3.4
Operation Definition of Variables

Variable	Indicators	Measurement	Scale	Data Collection Method	Tools For Analysis
Independent variables					
1. Project Management Capacity:	Community Leadership	-Rating of local leadership support by the respondent	Nominal Ratio	Questionnaire Document review	Description, Correlation & Cross Tabulation
	Community resources capacity	-Number of respondents with knowledge community resources -Number of respondent view on resource capacity	Nominal Ratio	Questionnaire Historical data analysis	Description, Correlation & Cross Tabulation

	Project Management Competence	-Number of people recognizing the projects value and goals -Number indicating being engaged and motivated on projects work -People indicating understanding their roles in projects requirement and objectives	Nominal Ratio	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
2. Community Participation	CBOs Organization structures	-Number of identified community structure -Respondents indicating their CBOs have clear roles and responsibilities - - Number of CBOs indicating understanding CBOs goal	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
	Partnership	-Respondent informed on existing development partners. -Number and identity of partners involved in community development projects. -Respondent rating of their organization outreach capacity	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
	Communication	-Number of respondents view on their organization reporting structure - Number and identity of methods used in reporting -Number of respondents indicating being informed on project progress.	Nominal Ratio	Questionnaire Document review Interview Literature review	Description, Correlation & Cross Tabulation
3. Community Development Structures	Legal and Institutional Frameworks	-Respondent knowledge on existing legal and Institutional Frameworks -Respondent rating on the effectiveness of existing legal and Institutional Frameworks	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
	Development Programmes	-Number of people aware of the existing development structures -Number of development programmes identified	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
	Community Based Organizations structures	-Number of CBOs involved with projects -Respondents view on their CBOs capacity to manage projects -Duration CBOs have been involved in projects	Nominal Ratio	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
Dependent variable					
Community Development Projects Sustainability	Project Outcome	-Duration the respondent has benefited from the project results -Number of respondents indicating having knowledge of the project sustainability plan	Nominal Ratio	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
	Maintenance of Deliverables Processes	-Number of respondent indicating having contributed and contributing to the current projects -Number of respondents indicating how they have contributed or contributing to current projects -Respondent rating on established structures capacity to maintain project outcome	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation

	Resource Mobilization Capacity	-Amount of local resources utilised in the projects -Number of development partners established by community after SFIC funding	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation
	Human Capacity Establishment	-Number of respondents indicating participation in mobilizing resources and raising funds for the current or completed projects. -Number of projects developed or replicated after external support. -Respondent rating of their project manager's contextual, behavioural and technical competencies	Ratio Nominal	Questionnaire Document review Interview	Description, Correlation & Cross Tabulation

CHAPTER FOUR

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DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter consists of four sections. The first section covers the questionnaire response rate, the second include analysis of the background information, and the third is the discussion of the results based on variables indicators namely project management capacity,

community development structures, community participation and project sustainability and finally interpretation of the findings in section four.

4.2 Questionnaires Response Rate

The response rate was 100% where 90 peoples were drawn from 36 CBOs estimated to have had 1800 members as shown in 3.2. the excellent response rate was attributed to 10% of the auestionares distributed as extra as a strategy for increasing high chances of return. This involved 34.4% and 65.6% accounting for 31 and 59 being males and female respondents respectively as shown in Table 4.1.

4.3 Background Information

The important background information considered for the study were mainly demographic where respondents were required to indicate their gender, age, education level, average income per month and activities of their CBOs. The background information is summarized in table 4.1. Majority of the people who participated in study are aged 18-25 accounting for 36.6 %. Female respondent are found to be the majority in this age bracket accounting for 20% against males 12.2%. The age bracket 25-35 accounting for 34.4% comes closer to majority age where again females respondent are the majority standing at 23.3% of the total number of respondent interviewed. However, in all age bracket female respondent are dominating where even those over 55years account for 10% against male standing at 3.3%.

On education level, it is shown that majority of the people interviewed have acquired college level education accounting for 45.6% where again the majority are female respondent representing 28.9%. In general it is observed that majority of the people interviewed had some level of primary, secondary and college education with only 1.1% representing those who probably did not attend at least primary school. In all categories of education level, women are the majority with either primary, secondary or college education. However, the same group of female respondent re] 36 great number of people accounting for 5.6% who indicated their education level as not applicable or probably did not acquire any formal education level.

Table 4.1
Background Information of the Respondent

Indicator category	Response	Gender of the Respondent		Total
		Male	Female	Cum %

		Response Per category	% of total response	% of categories sum	Response Per category	% of total response	% of categories sum	Category total	
Age of the respondent	18-35 years	11	12.2%	35.5%	20	22.2%	33.9%	31	34.4%
	25-35 years	12	13.3%	38.7%	21	23.3%	35.6%	33	36.7%
	45-55 years	5	5.6%	16.1%	9	10.0%	15.3%	14	15.6%
	Over 55 years	3	3.3%	9.7%	9	10.0%	15.3%	12	13.3%
Education level of the respondent	Primary School level	9	10.0%	29.0%	14	15.6%	23.7%	23	25.6%
	Secondary school level	6	6.7%	19.4%	14	15.6%	23.7%	20	22.2%
	College level	15	16.7%	48.4%	26	28.9%	44.1%	41	45.6%
	Not applicable	1	1.1%	3.2%	5	5.6%	8.5%	6	6.7%
Occupation of the respondent	Self employed	4	4.4%	12.9%	10	11.1%	16.9%	14	15.6%
	Employed	10	11.1%	32.3%	20	22.2%	33.9%	30	33.3%
	Not occupied	17	18.9%	54.8%	29	32.2%	49.2%	46	51.1%
Monthly average income for the respondent	1000-5000 per month	16	17.8%	51.6%	46	51.1%	78.0%	62	68.9%
	5000-10000 per month	14	15.6%	45.2%	13	14.4%	22.0%	27	30.0%
	Over 20,000	1	1.1%	3.2%				1	1.1%
Activities carried out by CBO where respondent belong	Awareness Campaign	9	10.0%	29.0%	18	20.0%	30.5%	27	30.0%
	Advocacy & lobbying projects	7	7.8%	22.6%	12	13.3%	20.3%	19	21.1%
	Self help businesses	3	3.3%	9.7%	13	14.4%	22.0%	16	17.8%
	Agriculture	5	5.6%	16.1%	2	2.2%	3.4%	7	7.8%
	Capacity building activities	3	3.3%	9.7%	4	4.4%	6.8%	7	7.8%
	multiple activities	4	4.4%	12.9%	10	11.1%	16.9%	14	15.6%
Total		31	34.4%	100.0%	59	65.6%	100.0%	90	100.0%

Regarding occupation, a greater portion of the respondent accounting for 51.1% indicates that they are not occupied or employed. Among this group, majority is represented by male respondents accounting for 54.8% against female 32.2%. The respondent indicating that they are occupied have employment is represented by 33.3% out of the total number of people interviewed. Among this group, majority of the employed people are female respondents who account for 33.9% against 11.1% in the category of self employed, female respondents represents the majority again standing at 11.4% against male respondents accounting for 4.4%.

Where respondent were required to indicate their average earning, majority indicate that they earned KShs 1000-5000 which is accounted by 68.9% where the majority in this category is female represented by 51.1% against male counterpart with 17.8%. However, for category of

earners 5000-1000, majority are men accounting for 15.6% against their counterpart at 14.4%. Only 1% of the respondent who include male indicated a earning of over KShs 20000 per month against nil for women respondents.

The main activities under CBOs projects according to the findings was awareness campaign where 30% of the respondents indicate it as their main activity. Advocacy and lobbying; and self help business are indicated as the other main activities where 21.1% and 17.8% of the respondents indicated them as their main activities respectively. Agricultural activities and capacity building scores low where 7.8% of the respondents indicate them as their main activities. Other respondents accounting for 15.6% indicates that they are involved with multiple activities in their projects.

4.4 Project Management Capacity and Project Sustainability

As observed from the background information, 31 and 59 men and women respectively were involved in the study. As shown in table 4.6 below, people with direct role in projects and rating of their CBOs leadership, majority had direct responsibility in CBOs projects represented by 28.9% indicating that CBOs projects have poor leadership. Out of this group, 17.8% indicating direct responsibility rates their CBOs project leadership as poor and 16.75% indicating that their project leadership is fair. However, those who indicates that they do not have direct involvement in projects account for 11.1% and 6.7% rating the CBOs project leadership as poor and fair respectively. From the total number of the respondents, 11% indicates that they do not know or did not indicate CBOs leadership as excellent, good, fair or poor. Out of this those who said had direct engagement account for 6.7% and those indicating no direct engagement account for 4.4%. This revelation to some extent confirm the finding that poor community development project leader ship in Kibera slum within Otiende division could be a reason for poor project sustainability (Adhiambo, 2012). In her recommendation she has suggested although donors provide financial support, they should allow community members to select and lead their pr

Considering respondents view on community resource Capacity for managing projects, Respondent indicating direct personal engagement in projects by CBO one belong are the majority who indicates that the community has a resource capacity accounting for 40.7% whereas those indicating that they are not directly engaged represented by 20% indicates

that the community does not have the resource capacity. In general 44.4% of the respondents representing people who indicate that they have direct engagement in projects say the community has resource capacity. On the other hand, 27.8% represents people who feel the community does not have resource capacity or they do not know. If 40.4% of the respondent view is that members of community have capacity to management project and 44.4 are directly engaged, then the finding may corroborate previous revelation that development programmes underutilize the community capacity (IEA, 2012; Michelle, 2007 & Adhiambo, 2012).

Table 4.2.
Project Management Capacity Indicators and Response by Gender Category

	Respondent indicating direct personal engagement in projects by CBO one belong						Total		
	Yes			No			Category total	Cumulative %	
	Response Per category	% of total response	% of categories sum	Response Per category	% of total response	% of categories sum			
Respondent rating of community leadership	Excellent	7	7.8%	13.0%	8	8.9%	22.2%	15	16.7%

	Good	10	11.1%	18.5%	8	8.9%	22.2%	18	20.0%
	Fair	15	16.7%	27.8%	6	6.7%	16.7%	21	23.3%
	Poor	16	17.8%	29.6%	10	11.1%	27.8%	26	28.9%
	Do not Know	6	6.7%	11.1%	4	4.4%	11.1%	10	11.1%
Respondent view on community resource capacity for managing projects	Yes	22	24.4%	40.7%	18	20.0%	50.0%	40	44.4%
	No	15	16.7%	27.8%	10	11.1%	27.8%	25	27.8%
Community resources identified by the respondent	Not sure	17	18.9%	31.5%	8	8.9%	22.2%	25	27.8%
	Money	20	22.2%	37.0%	17	18.9%	47.2%	37	41.1%
	Labour	12	13.3%	22.2%	8	8.9%	22.2%	20	22.2%
	Materials	12	13.3%	22.2%	7	7.8%	19.4%	19	21.1%
	Land	6	6.7%	11.1%	2	2.2%	5.6%	8	8.9%
	Other resources	4	4.4%	7.4%	2	2.2%	5.6%	6	6.7%
Respondent knowledge on community development goal	Yes	24	26.7%	44.4%	17	18.9%	47.2%	41	45.6%
	No	22	24.4%	40.7%	12	13.3%	33.3%	34	37.8%
	Not sure	8	8.9%	14.8%	7	7.8%	19.4%	15	16.7%
Respondent indicating personal role and responsibility in projects by CBO one belong	Yes	28	31.1%	51.9%	18	20.0%	50.0%	46	51.1%
	No	16	17.8%	29.6%	14	15.6%	38.9%	30	33.3%
	Not sure	10	11.1%	18.5%	4	4.4%	11.1%	14	15.6%
Total		54	60.0%	100.0%	36	40.0%	100.0%	90	100.0%

Respondents were also required to identify the resources available in the community. In general majority accounting for 41.1% indicates that one of the major resources in the community is money and labour represented by 22.2% of the respondents. For those indicating direct engagement in projects, accounting for 22.2% and 13.3% identifies money, labour and materials as some of the community resources respectively. The other category of the respondent indicating that they do not have direct engagement with projects accounting for 18.9%, 8.9% and 7.8 identifies money, labour and material as some of the community resources. However, 6.7% represent 40 identifying other resources.

As an indicator of awareness, the respondents were required to indicate their knowledge on their community development goal in relation to CBOs project. On respondent indicating direct personal engagement in projects by CBO one belong, majority accounting for 45.6% indicates that they have knowledge on community development. Out of this group, for those

indicating that they have direct personal engagement on projects are the majority indicating that they have knowledge on community development representing 26.% whereas those indicating that they do not have direct personal engagement account for 18.9%. The remaining group indicating that they are not sure account for 16.7% whereas those who indicate direct engagement on project account for 8.9% and those not represented by 7.8%. this revelation is in agreement with Adhiambo findings that availability of the donor funds is not enough if people are less engaged (Adhiambo,2012). The sum of 18.9 and 16.7% representing people not engaged in project and not informed respectively amount to 35.6% of people not participating in development project. Adhiambo & Langat CDF project report laments on low community participation and recommends empowerment for people to participate (Adhiambo, 2012 & IEA, 2012). In her recommendation

In the study people were also required to indicate whether they had clear role and responsibility. Generally majority represented by 51.1% indicates that they have clear role and responsibility on projects. The remaining group accounting for 33.3% indicates that they have no clear roles and responsibility. When the category of the respondent are broken into those who indicate direct engagement on project, it is observed that 28% and 18% of people indicating direct engagement on project have and do not have clear role and responsibility on projects respectively. However, 15.6% represent people who are not sure where 11.1% and 4.4% comes from people who indicate that they have and do not have direct engagement on projects respectively. This findings further support the revelation by IEA & Adhiambo mentioned earlier.

4.4.1 Correlation Between Project Maangment Capacity and Project Sustainability

From the background information descriptive analysis in table 4.1, 31 and 59 men and women accounting for 34.4% and 65.6% respectively participated in the study. The description of the responses on factors likely to influence community development project sustainability may not have clearly reflected consistency if descriptive statistics was exclusively used. Therefore to a 41 ie likely relationship between variables under investigation, the data was subjected to pearson correlation analysis at 5% confidence interval. This tool was considered because it gives a likely relationship including the direction. Table 4.2 that follows show coefficients of correlations between variaou indicators.

Table 4.3.

Correlation between Project Management and Sustainability

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Note:

- Pearson Correlation is significant at the 0.05 level (95%) (2-tailed).
- 90 responses (respondents) were involved
- Sustainability indicators suspected to be related to project management capacity were correlated

The indicators of project management capacity correlated to project sustainability indicators include; respondent rating of community leadership, view on community resource capacity, resources identification, knowledge on community development goal, indication direct personal responsibility and role in CBOs projects. The indicators on sustainability correlated include; Respondent indicating that they have had training sponsored by government and other agents; The duration the respondent has benefited from the CBO projects results; Respondent indicating having participated in the development of community development project sustainability plan; Respondent indicating having contributed their resources to CBO project; Respondent rating of their CBO organization structure to maintain the projects results after withdrawal of external support; Respondent indicating local resources have been used in CBO projects; The number of partners organizations established by the CBO after SFIC support; Respondent indicating that they have direct responsibility in raising resources for the current CBOs projects.; Number of project replicated after SFIC support identified by the respondent and Respondent rating of CBOs project management team in terms of contextual, behavioural and technical competencies. The Pearson correlation is used predict the strength and direction of association likely to exist between the variables.

The responses on rating of community leadership seem to correlate positively with responses of direct roles and responsibility of resource mobilization, people indicating having contributed resources to their CBOs projects and number of partners established after SFIC support exit. The three indicators correlate with a coefficient of correlation being +0.087, 0.087 and 0.029 where the probabilities of relationship are indicated as 41.4% and 78.9% respectively. In this case, it is most likely that direct personal responsibility on raising resources for CBOs projects, contribution of resources by the people and establishment of development partners could be influenced by community leadership. However, the rating of community leadership indicates negative correlation with responses on community resources capacity to sustain projects, respondent's knowledge on development goals, training offered, participation in sustainability plan development and rating of CBOs project management team competencies. The four indicators seem to have a coefficient correlation of -0.056,-0.043, -0.021,-0.046 and -0, 04 \ 44 chances of these relationship are 59.9%, 68.95,

84.4%, 66.9% and 33.1%. in both cases the probability of existing relationship between indicators is relatively high except where the chances of community project management team competencies rating and leadership indicates 33.1% as shown in table 8 below.

In this study, respondent knowledge on community development goal was one on of the selected indicators, responses on respondent having been given a training, respondent having participated in sustainability planning, respondent having contributed resources to projects, number of development partners established and rating of CBOs project management team responses correlated positively. The coefficient of correlation are indicated as 0.013,0.192,0.085,0.118 and 0.087 where the chances of the relationship to exist is 28.9%, 7.0%, 42.8%, 27.0% and 41.7% respectively. The correlation between the number of respondents indicating having contributed personal resources to CBOs project (0.087) $p=41.4%$ and respondents rating of project management team competencies (0.14) $p=41.7%$ is high and with high probability of having relationship compared to other indicators. However, responses on personal role in resources mobilization and respondents views on community resource capacity correlate negatively but strongly at $r= - 0.085$ $p=46.1%$ and $r= - 0,085$ $p=42.8%$.

Personal engagement is crucial in projects sustainability because it is suspected to influence participation. On respondents direct personal engagement, responses on people indicating having knowledge on development goal, having been offered training, having participated in planning and having contributed personal resources to project correlate positively at coefficient of correlation 0.012, 0.021,0.128 and 0.168 where the chances of relationship is 90.8%,84.3%,22.9% and 11.3% respectively. It is observed that the indicators with strong correlations such as respondents have participated in planning and respondent having contributed resources have low probability of relationships respectively and vice versa on those with low correlation coefficients.

4.5 Community Development Structure and Project Sustainability

Community development structures was predicted by use of indicators where respondents were asked give their view on government role on CBO capacity building, CBOs role in building its members capacity, knowledge on existing legal and institutional structures and their status in building their capacity, knowledge on existing community development plan, CBOs capacity to sustain projects and age of the CBO. The findings of data analysis on

community development structure variable indicators are shown in table 4.4 and interpreted in the section that follows.

Table 4.4.
Community Development Structures

		Response Per Category	% of total Response
Respondent view on whether government role in building CBO capacity for project management	Yes	57	63.3%
	No	16	17.8%
	Not sure	17	18.9%
Respondent indicating knowledge on existing legal and institutional framework regulating CBO	Yes	54	60.0%
	No	23	25.6%
	Not sure	13	14.4%
Respondent rating of existing legal and institution framework conduciveness to CBO	Conducive	43	47.8%
	Not conducive	26	28.9%
	Fairly conducive	17	18.9%
	Not sure	4	4.4%
Respondent indicating knowledge on whether there is a community development plan	Yes	49	54.4%
	No	24	26.7%
	Not sure	17	18.9%
Respondent view on their CBO capacity to sustain their project after external funding	Yes	55	61.1%
	No	26	28.9%
	Not sure	9	10.0%
The average age in years the CBO in which respondent belong has existed	1-3 Years	57	63.3%
	3-5 Years	18	20.0%
	5-7 years	9	10.0%
	7-10 Years	3	3.3%
	Over 10 Years	3	3.3%
Respondent knowledge on government support on their CBO projects	Yes	49	54.4%
	No	27	30.0%
	Not sure	14	15.6%
Total		90	100.0%

When respondents were asked whether the government had a role to build CBO capacity, 63% said the government had a role in CBO capacity building. The remaining group accounting for 17.8% indicates the government does not have role and 18.9 not sure. This corroborate with Adhiambo findings that members of knows what they need as they indicates that government has a role in their capacity building and may require empowerment in order to have power to ask for what they need (Adhiambo, 2012).

Considering responses on knowledge on existing legal and institutional structures, 60% of the respondents indicates having knowledge whereas 25.6% indicates not having knowledge on

legal and institutional framework under which their CBOs are based. However, 14.4% are not sure. The analysis discussed is as shown in table 4.3 below.

Knowledge on existing community development plan was also assessed; in this case, 54.4% of the respondents indicate that they have knowledge on the existing community development plan. The remaining group accounting for 26.7% indicates not having knowledge on existing community development plan whereas 18.9% indicates that they are not sure. Knowledge on development plan is an indicator that members of community know what they require. This may require capacity building for them to participate in development (Michelle, 2007 & Adhiambo, 2012).

Considering the respondent view on their CBO capacity to sustain the initiated projects after exit of external support, 61.1% indicates that the CBOs have capacity. However, 28.9% feels that their CBO do not have capacity to sustain projects whereas 10% of the respondent indicates that they are not sure. On the experience or age of the CBOs projects, it is indicated that majority of the CBOs are aged 1-3 years represented by 63.3% responses. The others indicated that their CBOs are aged 3-5, 5-7, 7-10 and over 10 years account for 20%, 10%, 3.3% respectively. Respondents were also required to indicate their knowledge on government support to their CBOs. The respondents indicating that government support; do not support and not sure account for 54.4%, 30% and 15.6%. The respondents view that they have capacity to sustain projects with majority of CBOs viewed as fairly enduring lasting for at least three years and at the same time indicated that government structures support is poor, then capacity building for empowerment becomes critical (IEA & Adhiambo, 2012).

4.5.1 Correlation Between Development Structures and Project Sustainability

Development structures in this study are suspected to influence the sustainability of Otiende community development project. In community development structures variable, the indicators respondent view on government support to their CBOs projects; respondent views on their CBO capacity to build their members capacity; respondent knowledge on legal and institutional framework; respondent knowledge on community development plans, respondent view on their CBO capacity to sustain their projects and responses on the duration in years the respondents CBO duration or experience in development projects were correlated with indicators of sustainability. The indicators of sustainability selected includes; respondent indicating that they had been offered training; duration respondents has benefited

from projects; respondent indicating having participated in project sustainability planning; respondent indicating having contributed their personal resources on projects; respondent rating of their CBO capacity to sustain their projects; responses on local resources having been used in the projects; number of development partners established after SFIC exit; respondent indicating having direct responsibility in resource mobilization; number of project replicated and respondent rating of CBO project management team competencies. The correlation analysis is shown in Table 4.8.

Table 4.5
Correlation between Community Development Structures and Project Sustainability

Indicators	Respondent indicating having been offered training by government and other agencies	Respondent rating of CBO organization structure capacity to maintain and sustain projects	Respondent indicating the existence of projects replicated since SFIC support exit	Respondent rating of CBO project management team competencies	Respondent indicating personal role and responsibility in projects by CBO one belong	Respondent indicating knowledge on existing legal and institutional framework regulating CBO	Respondent rating of existing legal and institution framework conduciveness to CBO	Respondent indicating knowledge on whether there is a community development plan	Respondent view on their CBO capacity to sustain their project after external funding	The average age in years the CBO in which respondent belong has existed
Respondent indicating having been offered training by government and other agencies	1	-.218(*)	-.192	-.129	-.057	-.159	-.040	.091	-.104	-.054
	.90	.039	.069	.227	.596	.136	.706	.391	.329	.613
Respondent rating of CBO organization structure capacity to maintain and sustain projects	-.218(*)	1	.170	.121	.249(*)	-.001	.204	.075	.134	.100
	.039	.90	.110	.254	.018	.992	.054	.483	.209	.349
	.90	.90	.90	.90	.90	.90	.90	.90	.90	.90
Respondent indicating the existence of projects replicated since SFIC support exit	-.192	.170	1	.053	.046	.014	.227(*)	.044	.084	-.085
	.069	.110	.620	.664	.894	.032	.682	.431	.425	
	.90	.90	.90	.90	.90	.90	.90	.90	.90	
Respondent rating of CBO project management team competencies	-.129	.121	.053	1	.184	.017	.072	.231(*)	.093	.080
	.227	.254	.620	.082	.876	.501	.029	.385	.455	
	.90	.90	.90	.90	.90	.90	.90	.90	.90	
Respondent	-.057	.249(*)	.046	.184	1	-.012	.078	.128	.105	.063

indicating personal role and responsibility in projects by CBO one belong	.596 90	.018 90	.664 90	.082 90	.911 90	.468 90	.227 90	.326 90	.552 90
Respondent indicating knowledge on existing legal and institutional framework regulating CBO	-.159	-.001	.014	.017	-.012	.030	.028	-.022	.074
Respondent rating of existing legal and institution framework conduciveness to CBO	.136 90	.992 90	.894 90	.876 90	.911 90	.776 90	.796 90	.840 90	.487 90
Respondent indicating knowledge on whether there is a community development plan	-.040	.204	.227(*)	.072	.078	.030	.216(*)	-.115	.029
Respondent view on their CBO capacity to sustain their project after external funding	.706 90	.054 90	.032 90	.501 90	.468 90	.776 90	.041 90	.283 90	.784 90
The average age in years the CBO in which respondent belong has existed	.091	.075	.044	.231(*)	.128	.028	.216(*)	.099	-.221(*)
	.391 90	.483 90	.682 90	.029 90	.227 90	.796 90	.041 90	.354 90	.036 90
	-.104	.134	.084	.093	.105	-.022	-.115	.099	-.145
	.329 90	.209 90	.431 90	.385 90	.326 90	.840 90	.283 90	.354 90	.174 90
	-.054	.100	-.085	.080	.063	.074	.029	-.221(*)	-.145
	.613 90	.349 90	.425 90	.455 90	.552 90	.487 90	.784 90	.036 90	.174 90

- Correlation is significant at the 0.05 level (2-tailed).
- 90 responses (respondents) were involved
- Sustainability indicators suspected to be related to community development structures were correlated

The number of respondents indicating that they were offered training by government and development agencies correlate positively with number of respondents indicating that they have knowledge on community development plan where the coefficient of correlation (r) is 0.091 with a probability of relationship being 39.1%. However, Respondents rating of the existing legal and institutions structures, respondent view on the organization structures to sustain projects and age of the CBOs correlates negatively with correlation coefficient of -0.04,-0.104 and 0.054 with probability of relationship being 70.6%, 32.9% and 61.3%.

For CBO structures in sustaining development project there is a negative correlation with respondent knowledge on legal and institutional structures at coefficient correlation of -0.001 and a probability of relationship being 99.2%. However, their rating of legal and institutional structures; knowledge on development plan, rating of their CBOs organization structures and age of the CBO correlates positively at $r=0.204, 0.075, 0.134$ and 1.0 where the probability of existing relationship is 5.4%, 48.3%, 20.9 and 34.9% respectively.

The relationship between the number of projects replicated and existing community development structures was examined in this study. Respondent knowledge on legal and institutional structures, rating of legal and institutional framework, respondent knowledge on community development plan, rating of CBO organization structures and age of the CBO correlate positively at coefficient correlation of $+0.014, +0.227, +0.044$ and $+0.094$ with a probability of relationship being 89.4%, 3.2%, 68.2% and 43.1% respectively. However, the responses on the experience or age of the CBO correlate negatively at $r=-0.085$ and probability of relationship being 42.5%.

The respondent view or rating of CBO project management team competencies is another indicator for sustainability. The respondent rating of their CBO project management team correlates positively with all indicators examined. Respondent knowledge on legal and institutional structures; their rating, respondent knowledge on community development plan, rating of CBO organization structures to sustain projects and age of the CBO correlate positively with coefficient of correlation being $+0.184, +0.017, +0.072, +0.231, +0.093$ and $+0.080$ with chances of relationship being 8.2%, 87.6%, 50.1%, 2.9%, 38.5% and 45.5% respectively.

In case of a direct role and responsibility of raising resources for the projects, respondent knowledge on legal and institutional structures, rating of legal and institutional structures, respondent knowledge on development plan, rating of CBO organization structures for sustaining projects and age of the CBO indicates positive correlations being $+0.012, +0.078, +0.128, +0.105$ and $+0.080$ where chances of these relationship are 91.1%, 46.8%, 22.7%, 32.6% and 55.2% respectively.

4.6 Community Participation and Project Sustainability

On community participation as a factor of community development sustainability, the respondents were requested to provide information on their view on clarity of roles and

responsibilities, number of partners identified, view on CBO outreach capacity, rating of their CBOs reporting mechanism, identification of reporting methods and respondent's ability to access CBOs projects development information. Table 4 below summarizes the data on community participation.

Table 4.6
Community Participation Indicators

Variable Indicators		Respondent view on clarity of their role and responsibility on CBO projects						Total	
		Yes		No		Not sure		Category total	Cumulative %
		Response Per Category	% of total Response	Response Per Category	% of total Response	Response Per Category	% of total Response		
Number of CBO partners identified by the respondent	About 1-2	20	22.2%	16	17.8%	5	5.6%	41	45.6%
	About 2-5	9	10.0%	4	4.4%	6	6.7%	19	21.1%
	Over 5	13	14.4%	3	3.3%			16	17.8%
	None	6	6.7%	2	2.2%	1	1.1%	9	10.0%
	Not sure	1	1.1%	3	3.3%	1	1.1%	5	5.6%
Respondent rating of outreach capacity by the CBO	Excellent	12	13.3%	11	12.2%	5	5.6%	28	31.1%
	Good	28	31.1%	7	7.8%	4	4.4%	39	43.3%
	Fair	7	7.8%	6	6.7%			13	14.4%
	Poor	2	2.2%	2	2.2%	2	2.2%	6	6.7%
	Not sure			2	2.2%	2	2.2%	4	4.4%
Respondent rating of CBO reporting	Excellent	21	23.3%	15	16.7%	2	2.2%	38	42.2%
	Good	17	18.9%	6	6.7%	6	6.7%	29	32.2%
	Fair	8	8.9%	7	7.8%	5	5.6%	20	22.2%
	Poor	1	1.1%					1	1.1%
	Not sure	2	2.2%					2	2.2%
Method of CBO reporting identified by the respondent	General meeting	13	14.4%	16	17.8%	2	2.2%	31	34.4%
	Mass media	12	13.3%	8	8.9%	8	8.9%	28	31.1%
	Mailing	11	12.2%	4	4.4%	2	2.2%	17	18.9%
	Public meetings/Gathering	12	13.3%					12	13.3%
	Other methods	1	1.1%			1	1.1%	2	2.2%
Respondent feeling on CBO project information	Yes	18	20.0%	13	14.4%	4	4.4%	35	38.9%
	No	19	21.1%	10	11.1%	5	5.6%	34	37.8%
	Not sure	12	13.3%	5	5.6%	4	4.4%	21	23.3%
Total		49	54.4%	28	31.1%	13	14.4%	90	100.0%

Referring to table 4.4, it is observed that out of 90 respondents, 45.6%, 21.1% and 17.8% indicates that their CBOs have identified 1-2, 2-5, over 5 development partners whereas 5.6%

indicates that they are not sure and 10% indicate that they have not established any development partners. Out of these, 22.2%, 10% and 14.4% who indicates that they have clear role and responsibility represents people who indicates that their CBOs have identified 1-2, 2-5 and over 5 partners respectively. In the same group, 6.7% indicates that they have not identified development partners while the rest accounting for 1.1% are not sure.

On Respondent rating of outreach capacity by the CBOs, majority represented by 43.3% rated their CBOs capacity “good” and close to this are 31.1% of respondents who rated their CBOs capacity in outreach as excellent. The rest accounting for 14.4%, 6.7% and 4.4% rated their CBOs outreach capacity as fair, poor and not sure respectively. For clarity in role and responsibility, majority are the people who indicated that they have clear role and responsibility represented by 31.1% indicating that their CBOs outreach capacity is good. For those indicating that they have no clear roles and responsibility, majority accounting for 12.25 rate their CBOs outreach capacity as excellent. Among the people indicating no clarity in roles and responsibility, 2.2% of the respondents indicate that they are not sure and rate CBOs outreach capacity as poor. For the respondents rating of CBOs reporting, majority accounting for 42.2% indicates that their CBOs reporting is excellent while the close rating is 32.2% of the respondents rating reporting as good. The rest represented by 1.1% and 2.2% rated their CBOs reporting poor and not sure respectively. Out of the majority respondents, 23.3% rated their communication excellent represent people indicating that they have clear role and responsibility on projects. The rest on this group rated their reporting as good, air and poor accounting for 18.9%, 8.9% and 1.1% not sure. For those indicating not having no clear role and responsibility and not sure has not given rating or did not respond.

Respondents were also required to identify methods used by their CBOs in reporting project progress. Majority accounting for 34.4% identifies general meeting as methods of reporting. Mass media scores closer at 31.1% while mailing, public meeting and other methods are represented by 18.95, 13.3% and 2.2% respectively. Majority of the of the people on view about clear role and responsibility comes from people accounting for 13.3% indicating mass media and public meetings as methods of reporting whereas the rest indicating that they have no clear role have not indicated methods of reporting in their CBOs.

Accessibility of project information in this study is considered an important factor for community participation; in that case respondents were asked to indicate how they rate their CBOs projects development information accessibility. From table above, majority accounting

for 38.9 indicates that they have access to information. However, close to these responses is the group accounting for 37.8% indicating that they have no access to project development information. Out of the total number of people interviewed, 23.3% responses are not sure. For those indicating that they have clear role and responsibility on projects, majority accounting for 21.1% indicate that they have no access to project progress information whereas 20% indicates that they have access to project progress information. In the category of those indicating that they have no clear role and responsibility on project, 14.4% and 11.1% indicates that they have access and no access to project progress information respectively. On those indicating that they are not sure of whether they have clear role and responsibility, 4.4% and 5.6% indicates that they have access and not access to project progress information respectively whereas 4.4 of this group is not sure.

The study reveals that members of community are fairly engaged in their development projects. This is indicated by a few development partners identified, small number of people indicating having clarity on their roles and responsibility, fair outreach ranking and fair access to project progress information. Though not specific, Adhiambo and IEA study and reports on Kibera and Lang'ata constituency respectively reveals that low level of awareness could be attributed to low community participation of development projects (Adhiambo & IEA, 2012).

4.6.1 Correlation between Community Participation and Project Sustainability

To predict the possible relationship and its direction between community participation and sustainability, the selected indicators for both variables were partially correlated. On community participation variables, the respondents were requested to respond to the indicators namely; Respondent indicating they have clear role and responsibility in their CBO projects; Number of CBOs partners identified by respondent; Respondent view on their CBO outreach; Respondent rating on their CBO methods of reporting; Methods of reporting identified by the respondent and Respondent indicating that they access their CBOs project information. For sustainability variables, the indicators suspected to be related to participation which include; Respondent indicating that they have had training sponsored by government and other agents; The duration the respondent has benefited from the CBO projects results; Respondent indicating having participated in the development of community development project sustainability plan; Respondent indicating having contributed their resources to CBO project; Respondent rating of their CBO organization structure to maintain

the projects results after withdrawal of external support; Respondent indicating local resources have been used in CBO projects; The number of partners organizations established by the CBO after SFIC support; Respondent indicating that they have direct responsibility in raising resources for the current CBOs projects.; Number of project replicated after SFIC support identified by the respondent and Respondent rating of CBOs project management team in terms of contextual, behavioural and technical competencies. The analysis is as shown in table 4.7.

Table 4.7
Correlation between Community Particip 54 roject Sustainability

Indicators	Respondent indicating having been offered training by government and other agencies	Respondent average duration of benefits from the CBO projects outcome	Respondent indicating having participated in community project sustainability plan	Respondent indicating having contribute some kind of resources to CBO projects	Respondent indicating the existence of projects replicated since SFIC support exit	Respondent rating of CBO project management team competencies	Respondent indicating they have direct responsibility in resource mobilization for CBO projects	Respondent view on clarity of their role and responsibility on CBO projects	Number of CBO partners identified by the respondent	Respondent rating of outreach capacity by the CBO	Respondent rating of outreach capacity by the CBO
Respondent indicating having been offered training by government and other agencies	1	.070	.108	.060	-.192	-.129	-.167	-.068	.214(*)	.113	-.001
Respondent average duration of benefits from the CBO projects outcome	.070	1	-.049	.056	-.131	.185	.129	-.061	.012	.229(*)	.113
Respondent indicating having participated in community project sustainability plan	.108	-.049	1	.161	-.010	-.057	.049	.067	-.010	.223(*)	.113
Respondent indicating having contribute some kind of resources to CBO projects	.060	.056	.161	1	-.010	-.029	.102	.037	-.015	-.049	.113
Respondent indicating the existence of projects replicated since SFIC support exit	-.192	-.131	-.010	-.010	1	.053	.040	.154	-.114	.022	.113
Respondent rating of CBO project	-.129	.185	-.057	-.029	.053	1	.267(*)	.040	-.007	.001	.113

management team competencies	.227	.080	.595	.787	.620	.	.011	.710	.946	.992	.0
Respondent indicating they have direct responsibility in resource mobilization for CBO projects	-.167	.129	.049	.102	.040	.267(*)	1	.058	.030	.182	.2
Respondent view on clarity of their role and responsibility on CBO projects	.115	.226	.648	.341	.706	.011	.	.588	.777	.086	.0
Number of CBO partners identified by the respondent	-.068	-.061	.067	.037	.154	.040	.058	1	-.059	.139	.0
Respondent rating of outreach capacity by the CBO	.522	.566	.530	.731	.147	.710	.588	.	.578	.191	.9
Respondent feeling on CBO project information	.214(*)	.012	-.010	-.015	-.114	-.007	.030	-.059	1	.189	-.1
	.043	.912	.924	.890	.283	.946	.777	.578	.	.074	.3
	.113	.229(*)	.223(*)	-.049	.022	.001	.182	.139	.189	1	.1
	.287	.030	.034	.650	.834	.992	.086	.191	.074	.	.0
	-.095	.188	.002	.020	-.047	.207	.245(*)	.008	-.102	.183	1
	.374	.076	.983	.853	.657	.051	.020	.941	.339	.085	.
	90	90	90	90	90	90	90	90	90	90	90

In table 4.7 the responses on respondent having been offered training by the government and other agencies correlates positively with the number of responses on number of development partners identified and respondent rating on their CBOs outreach capacity where the correlation coefficient (r) is $+0.0214$ and $+0.113$ with 4.3% and 28.7% probability that the relationship was a matter of chance respectively. However, on respondents view on clarity of their role and accessibility to CBOs project progress information is negative indicated by Coefficient correlation of -0.068 and 0.095 where the chances of correlation is 52.2% and 37.4% respectively.

On duration of respondents benefits from CBOs projects, there is a positive correlation between number of development partners identified, respondent rating on their CBOs outreach capacity and respondents indicating that they access project progress information represented by coefficient of correlation $+0.112$, $+0.29$ and $+0.188$ and probability of relationship being 92.2%, 3.0% and 7.6 % respectively. Comparing the three relationships, the responses on the duration a respondent benefited from the CBOs projects has a high chance of having relationship with responses on the people indicating that they have clear role and responsibility on their CBOs projects standing at 92.2% against the others correlated.

People were also requested to indicate whether they participated in community development project sustainability plan. When correlated with respondent view on their role and responsibility clarity; number of partners identified; respondent rating on their CBOs outreach capacity and respondent indicating they access project progress information have positive and correlation coefficient of +0.067, +0.223 and +0.002 with probability of relationship being 53.0%, 3.4% and 98.3% respectively. However, there is a negative correlation between respondent indicating having participated in development project sustainability with responses on number of partners identified indicated by coefficient correlation of $r = -0.002$ with probability of relationship being 0.4%.

People willingness to contribute their personal resources to community development project was suspected as one of the factors that may influence community development project sustainability. From the analysis table above, number of respondent indicating having contributed some kind of resources to the project correlates positively with responses on people indicating that they have clear roles and responsibility on projects and those indicating they access project progress information indicated by coefficient correlation of +0.037 and 0.02 with a probability of relationship being 73.1% and 85.3% respectively. Number of development partners identified and respondent rating on their CBOs outreach capacity correlate negatively with respondents indicating that they have contributed some resources to the project where correlation coefficient is -0.015 and 0.049 with probability of being related standing at 89.0% and 65% respectively.

The ability of a community to replicate development project was suspected as one of the indicators of sustainability. When correlated, respondent indicating clear role and responsibility and respondent rating of their CBOs outreach capacity correlate positively at +0.154 and +0.022 where the chances of relationship is 14.7% and 83.4% respectively. Responses on number of partners identified and number of respondents indicating they access project progress information correlate negatively at $r = -0.114$ and -0.047 with probability of 28.3% and 65.7% respectively.

People view on their CBOs project management team competencies was considered important in this study. Respondents indicating they have clear role and responsibility on their CBO projects, respondent rating of their CBOs outreach capacity and respondent indicating they have access to project progress information correlates positively at $r = 0.04$, 0.001 and 0.0207 with chances of having relationship being 71.0%, 99.2% and 5.1% respectively. The responses on number of partners identified correlates negatively with

respondent rating of management team indicated by $r=-0.114$ with chances of relationship being 28.3%. Table 4.7

4.7 Community Development Project Sustainability

Community development project sustainability is a dependent variable investigated in this study. Respondents were asked to provide information on whether they had any training offer by the government or any other agency on project management, indicate the duration they benefited from the CBOs projects, 57 they participated in their community development project sustainability planning, contributed their personal resources to CBOs projects, give rating of their CBOs organization structure in view of sustaining projects, identify local resources used in their projects, number of partners established since exit of SFIC support, whether they had direct responsibility in raising resources for projects, indicate number of projects replicated and rating of case, the respondents CBOs project management team competencies.

In this study, training for capacity building in project management is suspected as one the factors that determine project sustainability. In this respondents were asked to indicate whether they had any training by the government or development agencies. From table 4.8 below, it is indicated that out of 90 people interviewed, 58.9% and 41.1% indicates that they had and did not have training respectively.

Table 4.8.
Community Development Project Sustainability Indicators

Indicator Response Category	Responses	% of Response
Respondent indicating having been offered training by government and other agencies	Yes	53 58.9%
	No	37 41.1%
Respondent average duration of benefits from the CBO projects outcome	1-3 Years	41 45.6%
	3- 6 Years	33 36.7%
	6-10Years	14 15.6%
	Over 10 Years	2 2.2%
Respondent indicating having participated in community project sustainability plan	Yes	37 41.1%
	No	41 45.6%
	Not sure	12 13.3%
Respondent indicating having contribute some kind of resources to CBO projects	Yes	47 52.2%
	No	43 47.8%
Respondent rating of CBO organization structure capacity to maintain and sustain projects	Excellent	33 36.7%
	Good	22 24.4%

	Fair	26	28.9%
	Not sure	9	10.0%
Respondent indicating knowledge on local resources having been used in CBO projects	Yes	33	36.7%
	No	44	48.9%
	Not sure	13	14.4%
Number of development partners identified by respondent as established by CBO after SFIC support	About 1-2	39	43.3%
	About 2-5	41	45.6%
	Over 5	9	10.0%
	Not sure	1	1.1%
Respondent indicating they have direct responsibility in resource mobilization for CBO projects	Yes	43	47.8%
	No	32	35.6%
	Not sure	15	16.7%
Respondent indicating the existence of projects replicated since SFIC support exit	Yes	34	37.8%
	No	39	43.3%
	Not sure	17	18.9%
Respondent rating of CBO project management team competencies	Excellent	30	33.3%
	Good	30	33.3%
	Fair	23	25.6%
	Poor	5	5.6%
	Not sure	2	2.2%
Total		90	100.0%

On the duration the respondents benefited from CBOs projects, majority accounting for 45.6% ,36.7%,15.6% and 2.2% benefit from their projects for 1-3,3-6,6-10 and over 10 years. Out of the people interviewed, 41.1% and 45.6% indicates that they participated and did not participate in community development project sustainability plan. From this group, 52.2% indicated that they had contributed some resources while others accounting for 47.8% did not indicate having contributed some resources. When asked how they rated their CBOs organization structure in term of sustaining their CBOs projects, 36.7%,24.4%,28.9 and 10% indicate that their organization structures was excellent, good, fair and not sure. Regarding community local resources use in CBOs projects, majority accounting for 48.9% indicate that no resources have been used in their CBOs projects. The rest in this category include 36.7% indicating that there have been local resources used in CBOs projects whereas 14.4% are not sure.

Partnership is an important factor that may influence project sustainability. When people were asked to indicate the number of development partners they established after SFIC support exit, majority accounting for 47.8% indicates that they had established 2-5 development partners. The of the responses accounting for 43.3% and 10% indicates that they have established 1-2 and over 5years while the rest at 1.1% are not sure. When asked whether they had direct responsibility for raising resources for the project, 47.8%, 35.6% and 16.7

indicated that they had direct responsibility, did not have responsibility and the rest not sure respectively.

Replication of projects after support is suspected to be one indicator for development sustainability. Respondents were asked to indicate whether they had replicated any project since the exit of SFIC support. Majority accounting for 43.3% of the respondents indicates that they had not replicated any projects. The remaining group accounting for 37.8% and 18.9% indicates no project replicated and the rest not sure respectively. On rating of CBOs project management team competence (59%), felt that their CBOs project management team competence was excellent and good respectively for the two categories. The remaining group accounting for 35.6%, 5.6% and 2.2% respectively rates their CBOs project management team as fair, poor and not sure.

4.8 Extraneous Variables

The study anticipated that there could be no perfect cause effect relationship with interference by other factors. For that reason, it was anticipated that the relationship between the variables under investigation had a likelihood to be moderated or intervened by other variables not primary to this study. In the context of this study, it is possible that the influence of project management capacity, community development structures and participation were likely to be affected by the level of civic education going on under the dispensation of a new constitution. In this case government policy on civics education was considered as moderating variable that might have influenced the relationships revealed in this study. Community values considered as intervening variable might also have influenced relationship between variables under investigation. This is a suspect because the respondents who are the subset of the members of the community might have had a perception on sustainability that could be based on the lenses of their values.

CHAPTER FIVE

SUMMARY OF THE FINDINGS 60 DISCUSSIONS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDY.

5.1 Introduction

This chapter includes summary of the findings, discussions, conclusions, recommendations and suggestions for further study.

5.2 Summary of the Findings

This section summarise the background information, findings on variables which include project management capacity, community development structures, community participation and project sustainability. Summary of the correlation analysis of indicators related to each variable has been given. Discussions on specific factor influencing project sustainability has been covered. Finally conclusions, recommendations and suggestions for further studies are given.

5.2.1 Background Information

Results from the study indicate that Majority of the people who participated in this study are youth at age bracket 25-35 who have acquired college education, not employed and mainly involved with awareness campaign projects and majority were women accounting for 59% whereas men were 31% . Majority of the people accounting for 60% indicated that they have direct personal engagement in their projects and have clear roles and responsibilities accounting for 54.4%. Knowledge on the role of government, existing legal and institutional structures, their community development plan and indication that their CBOs have capacity to sustain their projects after external support are indicators of sustainable projects.

5.2.2 Project Management Capacity Influence on Project Sustainability

Project sustainability was a dependent variable in the study. Majority of the people making 51.1 % accounting for 46 respondents indicated that they have direct personal engagement in their projects and have clear roles and responsibilities. Among them majority rated their community leadership as poor, indicated that the community had a capacity to sustain projects, identified money as the key resource and indicated being knowledgeable in community development goals.

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5.2.3 Community Development Structure Influence on Project Sustainability

Community development structures were also investigated as one of the variables in this study. On the indicators used for predicting community development structures, majority indicated that they had CBOs functional for between 1-3 years, had knowledge on role of government on their community development, had knowledge on the existing legal and institutional structures, community development plan. They also indicated that their community had capacity to sustain their projects after external support.

5.2.4 Community Participation Influence On Project Sustainability

In this study participation was considered as one of the variables that predict the project sustainability. Majority of the respondents on participation indicated that they had identified 1-2 development partners by their own. They rated their CBOs outreach and reporting and access to project information as excellent. They indicated that their common method of project reporting is general meetings.

5.3 Project Sustainability

Project sustainability is a dependent variable in this study and it is predicted by independent variables community project management capacity, development structures and participation. The main finding on sustainability is that majority indicated that they had some kind of training by either government or other development agencies. They indicated that they had benefited from the projects for 1-2 years and participated in their sustainability planning. They also indicated that they had contributed some resources for the project, viewed their CBOs as capable in sustaining their projects, had knowledge in community resources and had direct role and responsibilities in their development projects resource mobilization. However, majority indicated that they had not replicated any project by their own and rated their community project management team fair.

5.3.1 Summary Correlation Analysis

As shown in table 5.1, Community leadership, knowledge on community development plan and direct personal engagement in CBOs projects considered as some of the factors for project management capacity correlate positively with indicators of sustainability. On community development structures 62 of the existing legal and institutions structures, rating of CBO structure to sustain projects and knowledge on community development plan correlate positively with sustainability indicators. Finally number of partners identified, access to project progress information, roles and responsibility clarity and rating of CBO outreach capacity correlate positively with indicators of sustainability investigated. Others factors correlated negatively as shown in tables 4.6, 4.7 and 4.8 in chapter four.

Table 5.1
Summary of the Correlation Analysis

Variable and their Indicators	Correlation Coefficient (R)	Probability of Relationship (P)
1. Project Management Capacity and Sustainability		
• Respondents indicating having contributed resources to project, respondents indicating their direct responsibility in raising resources and rating of community leadership.	0.87	41.4%
• Respondents indicating having knowledge on community development goal and respondent indicating having offered training correlates	0.192	28.9%
• Number of respondents indicating having direct personal engagement and number of respondents indicating having participated in development project sustainability planning	0.128	22.9%
2. Community Development Structures and Project Sustainability		
• The number of respondents indicating having been offered some kind of training by government or any other development agencies and respondents indicating having knowledge on community development plan.	0.09	39.1%
• Rating of CBO structure to sustain projects and age of the CBO being	1.0	34.9%
• Respondent rating of the existing legal and institutions structures and number of replicated projects since exit of SFIC support.	0.227	3.2%
• Number of respondents having knowledge on community development plan and rating of CBO project management team	0.231	2.9%
• The number of respondents indicating having direct responsibility in raising resources for the project and respondents indicating knowledge on community development plan.	0.128	22.7%
3. Community Participation and Project Sustainability		
• The number of Respondents indicating having offered training by the government or any other development agency and responses on number of partners identified.	0.214	4.3%.
• Respondents rating on their CBO outreach capacity and responses on the duration respondents benefited from their	0.229	3.0%.
• Responses on the people development project sustainability plan participation and	0.223	3.4%.

rating of CBO capacity of outreach.		
<ul style="list-style-type: none"> • Responses on roles and responsibility clarity and responses on respondent's personal contribution of resources to project correlate. 	0.037	73.1%.
<ul style="list-style-type: none"> • Responses on the number of project replicated and clarity on roles and responsibility. 	0.154	14.7%.
<ul style="list-style-type: none"> • The rating of CBO project management team competencies and on respondents' access to project progress information. 	0.207	5.1%.

5.4 Discussion

The purpose of this study was to investigate the influence of project management capacity, community development structure and participation on development project sustainability for projects under SFIC programme in Otiende subcounty of Nairobi county. The study was guided by the three objectives which include; To determine the influence of project management capacity on sustainability for projects under SFIC programme in Otiende Subcounty; To assess the influence of community development structures on projects sustainability for projects under SFIC programme in Otiende Subcounty and to determine the influence of community participation on projects sustainability for projects under SFIC programme in Otiende. The research sought to answer the research questions which include; To what extent does project management capacity influence projects sustainability for projects under SFIC programme in Otiende?; How do community development structures influence sustainability of projects under SFIC programme in Otiende? and to what extent does community participation influence projects sustainability for projects under SFIC programme in Otiende subcounty?.

Based on the objectives and research questions, a conceptual framework was established that guided in operationalization of the variables selected for investigation. Key indicators were selected for each variable where each of the independent variable indicators were related with dependent variables indicators to predict the possible relationship after descriptive analysis. The major finding in relation to the relationship between variables is discussed in the section that follows.

5.4.1 Influence of Project Management Capacity on Project Sustainability

The study suggests that to some extent project management capacity influences the project sustainability. Majority of the respondents indicated that their community development project leadership was poor. Tracing consistency on their responses, when asked whether they thought community had capacity to manage projects, majority indicated that there was a

capacity. This is also supported by the finding that the people interviewed, majority indicated that they were able to identify community resources that could be employed in community development projects. Although majority indicated that there was poor leadership, the finding with majority of them is that they were knowledgeable on development goals as well as their personal roles in community development project.

Since there could be chances of other factors to influence the way people responded, this study further subjected the data on the indicators for variables under investigation to person correlation analysis. This was done to ascertain the consistence, relationship and direction of relationship. For project management capacity, there were relationship to a certain extent though not strong. Contribution of resources and personal roles and responsibility in resource mobilization is one of the indicators for community development project sustainability. In this study, it was revealed that people who had contributed resources and had responsibility in raising resources for their project correlated positively with responses on the rating for the community leadership.

In connection to how project management capacity influences project sustainability, project management capacity as a variable was operationalized by quantifying the selected indicators namely; community leadership, community resource capacity and project management competence.

The measurement used include the number of respondents who contributed the resources to the project, number of respondent indicating ability to rate their community leadership, number of respondent with knowledge in community resources and respondents views on community capacity to sustain their projects. On the other hand, indicators project outcome, maintenance of project deliverables, resource mobilization capacity and human resource capacity establishment were used for project sustainability prediction. Some measurement such as number of respondents knowledgeable in community development goals, number of respondent having contributed resources for the project and number of respondent with ability to rate their leadership were project sustainability indicators that correlated positively with those of project management capacity.

Although this study is limited to description, the positive correlation may be viewed as corroboration of descriptive statistics hence consistency on how people responded on

project management capacity as a factor influencing project sustainability. Although the correlation indicates some degree of possible relationship, to some extent based on the respondent view, one can deduct that community leadership as a project management capacity factor influences project sustainability because it is through leadership that people are able to mobilise the resources for the project. Related to leadership is the knowledge in community development plan. In this study knowledge on community development plan was one of the indicators. The finding that majority had knowledge in community development plan and able to rate their leadership as well as indicating that their CBOs had capacity to sustain their project is also corroborated by other studies in Kenya. Community requires capacity building for them to participate in their development agenda (Mitchelle,2007& Adhiambo, 2012). The respondent view that they have capacity to sustain their development projects with majority of CBOs viewed as fairly enduring lasting for atleast three years may indicate a lack od support to some extent. The observation of fair endurance may be related lack of support may be by the government. This is indicated by the responses that majority viewed government structure support as poor. In this case, capacity building and empowerment may be critical (IEQ & Adhiambo 2012).

5.4.2 Influence of Development Structures on Project Sustainability

Development structures which include legal institutional structures as well development programmes were selected as indicators. The study reveals that to some extent community development structures influences project sustainability. Majority of the respodents indicated that they were aware that government had a role in their CBOs development. They also indicated that they had knowledge in existing legal and institutiona framework. Although other measurement fot community development structures were considered where some indicated some degree of correlation, the respodents rating of their CBOs structures in terms of sustaining development projects revealed a strong correlation with the age or duration of CBOs existence which in this case may be used as one of the measure for CBOs endurance which may consequently affect project sustainability.

The number of respodents with community development plan and their rating of project management team when correlated, it turns out to be positive according to this study. In the study it was hypothesised that one of the sustainability indicator for community development project include;competent project management team, enduring development structures such

as CBOs measured by duration under which CBOs have been functional. The mentioned positive correlation further ascertain the consistence on the responses about the the influence of development structures on project sustainability. In any community development project sustainability, one of the foundation is good and enduring structures, stakeholders support and capacity built beneficiaries (CEC, 2001; Carol,2000 & IEA, 2012). In addition, most of the respodents indicated that their CBOs were fairly function for a period of up to three years. This can be vived as a fair level of CBOs endurance and community being knowledgeable on their development plan as mention on previous section under this part.

5.4 3 Influence of Community Participation on Project Sustaiability

One of the fundamental factor for project sustainability is the participationof beneficiaries who are a subset of community members. In this study, it is revealed that to some extent, community participation influences development project sustainability. Based on the descriptive statistics, majority of the respodents indicated that they had atleast identified 1-2 development project partners by their own. This corroborate the findings that majority as mention on project management capacity influence on sustainability are knowledgeable development plans and were aware of their personal role and respionsibility in their development projects. On further analysis, majority rated their CBOs outreach capacity and reporting as excellent where this is confirmed by the findings that majority had access to project information where a common method of reporting is general meetings. Probably this finding is an indicator of open organizations attributed to capacity built and empowered people.according to Carol, 2000, one of the fundamental indicators of community participation is getting involved not only in doung project work but also taking responsibility in resource mobilization for common good which involve networking, partnership and collaboration.

Although this study focused on a small region involved with SFIC programme, one might speculate that the ability of the CBOs members to identify development oartners by their oen initiative is an indicator of community participation that influences project sustainability. The rating of CBOs outreach, reporting and access to information as excellent indicates a community that informed on development agenda. A community that participate in their development agenda are more likely to ensure project sustainability as opposed to that which is passive (ILO,2012 & Jersy, 2011).

The above argument may be based on asset based community development theory covered in this report. Following the findings that members of the community are fairly involved in development projects as indicated by few development partners identified, though they were not specific on Otiende programme under SFIC, Adhiambo and IEA, 2012 & Mitchell, 2007 in their studies on Kibera and Langata revealed that low level of awareness on community development agenda could be a reason for not participating in their development projects.

Although the study suggests that project management capacity, development structures and community participation to some extent influences project sustainability, however, one may not in a clear cut manner make an exclusive conclusion on the established relationships due to some limitations. In the context of this study, the focus was on a small area and for a particular programme-under SFIC only. May be the results would be otherwise if a larger sample was chosen covering a wider area and multiple programmes chosen from different areas based on random selection different geographical, social economic and cultural characteristics. However, the conclusion is drawn for the purpose of this study and within its scope.

5.5 CONCLUSIONS

The data analysis for selected indicators on community project management capacity, development structures, community participation and development project sustainability reveals relationships hence the following conclusion;

Community project management capacity to some extent influences community development project sustainability. This has been indicated by positive correlations between number of respondents indicating having direct responsibility on projects and rating on their leadership against number of respondents indicating having contributed their resources on community development projects.

The study suggested that community development structures to some extent influences community development project sustainability through community development structure factors which include endurance of CBOs, training to community for capacity building, experience of CBOs and knowledge in community development plan.

Community participation to some extent has influence on community development sustainability. This has been indicated by positive correlations between the number of respondent indicating having clear knowledge on their roles and responsibility in resource mobilization and personal contribution of resources to community development projects.

5.6 RECOMMENDATIONS

1. Since the study reveals that personal contribution of resources, direct responsibility and rating of project leadership correlates positively, it is recommended that development agencies scale up on community leadership development in development project cycle. This is important because leadership is one of the key indicators of community development sustainability.
2. The number of respondents indicating having knowledge on community development goals and those indicating having been trained correlates positively. In this case it is recommended that development agencies should prioritize training for community members as a capacity building approach to ensuring project sustainability.
3. New development agencies should consider working with the already existing CBOS instead of forming new ones. The study reveals that the rating of CBOs structures and their age correlate positively. This is important because Enduring CBOs is an indicator of development sustainability.
4. Development agencies may consider launching awareness campaign biased on helping community understand their roles and responsibility on their development projects and community destiny. The study reveals that the number of respondents indicating understanding their roles and responsibility on project correlates positively on the number of respondents indicating having contributed personal resources to projects which is one of the key indicators of project sustainability.
5. Since the study suggest majority of the people involved in projects under SFIC programme are aged 25-35 years who are women and with college level of education, development agencies in future may consider designing a project that is pro youth and women which may involve creation of employment for the learned majority.

5.7 SUGGESTIONS FOR FURTHER STUDY

Since this study was descriptive and it has pointed out the probability of the existing relationship between project management capacity, community development structures and participation with sustainability indicators for CBOs project under SFIC programme, further investigation may be conducted to inferentially establish the following;

1. How community perception on community leadership influences their motivation to take responsibility and contribute personal resources for community development projects. This may consider indicators such as; community leadership, knowledge on community development plan, direct personal engagement on projects, knowledge on community development plan, (69) structures, knowledge on existing legal and institutions structures, number of partners identified, access to project progress information, Clarity in roles and responsibility clarity and CBO outreach capacity.
2. To what extent does the community capacity building through training, experience of CBOs and knowledge in community development plan influences development project sustainability?
3. How community knowledge on their roles and responsibility may influence development project sustainability.
4. A similar study can be replicated in another urban poor community in Kenya or elsewhere with donors funded programmes to further clarify the revelation of this study.

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APENDIX I: LETTER OF TRANSMITTAL

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**BAARIU GITONGA AUGUSTINO
UNIVERSITY OF NAIROBI,
P.O. BOX 30197-00100, NAIROBI**

DATE.....

Dear Sir/Madam,

REF: STUDENTS' RESEARCH PROJECT

I am postgraduate student undertaking Masters of Arts Degree in Project Planning and Management from the University of Nairobi, School of Continuing Education and External Studies, Department of Extra- Mural Studies.

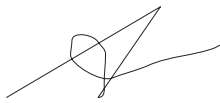
I am carrying out a study whose purpose is to investigate the the influence of project mmanagemnt capacity, community development structures and participation on project sustainability for projects undertaken by CBOs under SFIC programme in Otiende division.

The study will involve interview and questionnaire that focusing on five areas which includes; background information, community project management capacity environment, development existing structures, community based organizations structures and community participation in project cycle.

Kindly provide answers to all the items. Your responses will only be used for the purpose of academic and confidentiality will highly be held.

Thanking you in advance for your cooperation.

Yours Faithfully,



BAARIU GITONGA AUGUSTINO

APPENDIX II: QUESTIONNAIRE

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Dear Respondent,

This questionnaire is aimed at gathering primary data on the factors influencing community development project sustainability under SFIC programme in Otiende division in Nairobi county of Kenya.

You are kindly requested to fill the questions depending on the instructions given. The information you provide will be treated with utmost confidentiality and will be used for academic only.

Do not include your name anywhere in the questionnaire.

Please be confident to provide whatever you feel is the appropriate response. Do not consider the questions to be examination so there is no wrong or right answer.

Thank you for your support

Instructions: Please Tick (√) Where Appropriate

77

SNO	Category	1	2	3	4	5
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Part One: Background Information

1	Gender	Male	Female			
2	Age	18-25 yr.	25-35yr	35-45yr	Over 55yr	
3	Education	Primary	Secondary	College	Not applicable	
4	Main occupation	Self employed	Employed	Volunteer	Not occupied	
5	Average income per month in KS's	1000-5000	5000-10000	Over 20000		
6	CBOs' main economic activity	Agriculture	Sacco/Chamas	Business	Others	

Part Two: Community Project Management Capacity

7	How do you rate community leadership in term of supporting projects under CBO belong?	Excellent	Good	Fair	Poor	
8	Do you feel your community has resources for building capacity in project management?	yes	No	Not sure		
9	Kindly give the name (s) of resources in number 8 above.	Money	Labour	Material & equipment's	Land	
10	Do you know the goal of					

	development project your CBO is undertaking?	Yes	No	Not sure
11	Are you personally engaged in project work that your CBO is involved?	Yes	No	Not sure
12	Are you aware of your role in your CBOS' projects?	Yes	No	Not sure

Part Three: Community Development Structure

13	Do you feel the government is supporting your CBO project management capacity?	Yes	No	Not sure	
14	Do you feel the CBO you and others belong have built your capacity in project management?	Yes	No	Not sure	
15	Are you aware of laws and institutions that regulate community development?	Yes	No	Not sure	
16	Do you feel the laws and institutions you have mentioned in 15 above do support community capacity for project management?	Favourable	Not favourable	Not sure	
17	Are you aware of development plan followed by completed, present or future projects in your community?	Yes	No	Not sure	
18	Do you feel the CBO you belong has capacity to maintain and sustain the current projects?	Capable	Somehow capable	Not capable	
19	How long has the CBO that you belong have been involved in development projects?	1-3 yr	3-5 yr	5-7yr	Over 10 yrs

Part Four: Community Participation

20	Do you feel your CBO has a clear role and responsibility in community development project?	Very clear	Fairly clear	Not clear	Not sure
21	How many partners are currently involved in project your CBO is undertaking?	1-3 yrs	3-5 yrs	5-7yrs	Over 10 yrs
22	How do you rate your CBO outreach capacity?	Excellent	Good	Fair	Poor
23	How do you rate your CBO methods of project reporting?	Excellent	Good	Fair	Poor
24	Kindly indicate how CBO you belong does it reporting.	General meetings	Mass media	Mailing report	Public meetings

25 Do you feel you are always informed on project progress? Yes sometime Not at all

Part Five: Community Development Project Sustainability

26 Have ever had any training in community development project sponsored by government or other agencies? Yes No

27 How long would you say you have benefited from the projects your CBO is undertaking? Over a year 2-3 yrs 3-6 yrs 6-10 yrs

28 Were you involved in any in developing community development plan? Yes No Not sure

29 Have you ever contributed resources to the projects under CBO that you belong? Yes No

30 How do you rate the current organization structure of your CBO in terms of managing projects? Excellent Good Fair Poor

31 Kindly indicate the names of the local resources being utilized by the projects under your CBO. Community members Land Public infrastructures Government services Private organization support

32 Kindly indicate the number of development partners that CBO you belong has established. At most 3 At most 5 Over 5 none Not sure

33 Do you have personal direct responsibility in mobilizing resources for project under CBO you belong? Yes No

34 Give the number of projects that the CBO you belong have replicated after SFIC support. 1 About 2 About 3 Over 4

35 How do you rate your community development project team in term of project management competence? Excellent Good Fair Poor

APPENDIX III: OBSERVATION GUIDE

80

The following was observed.

1. Physical deliverables attributable to projects under SFIC programmes.
2. Evidence of strategic plan document from SFIC and other partners.
3. Evidence of formal partnership MoUs
4. Membership lists

APPENDIX IV: INTRODUCTION LETTER



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

3rd June, 2015

REF: UON/CEES//NEMC/21/173

TO WHOM IT MAY CONCERN

RE: BAARIU GITONGA AUGUSTINO - L50/69788/2011

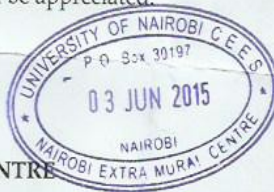
This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "factors influencing projects sustainability". A case of St. Franciscan Sisters programme in Otiende Division in Nairobi county.

Any assistance given to him will be appreciated.

[Handwritten signature]

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE



APPENDIX V: RESEARCH AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/15/7091/6613

16th July, 2015


Baariu Augustino Gitonga
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Factors influencing projects sustainability: A case of St Franciscan Sisters programme in Otiende Division in Nairobi County,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **6th December, 2015.**

You are advised to report to **the County Commissioners and the County Directors of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. M. K. RUGUTT, Ph.D. HSC.
DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified