

**FACTORS INFLUENCING SUSTAINABILITY OF DONOR  
FUNDED PROJECTS IN KENYA: A CASE OF KIBERA  
SLUM UPGRADE INITIATIVE IN NAIROBI COUNTY.**

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**A Research Project Submitted in Partial Fulfilment for the Requirements of the Award  
of the Degree of Master of Arts in Project Planning and Management of the University  
of Nairobi.**

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**DECLARATION**

This research project is my original work and has never been presented for award of any degree in any other University.

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

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## **DEDICATION**

This research project is dedicated to my lovely husband, Isaac Kipyegon Koech and my children Kigen and Kalya for their wonderful support, patience, encouragement and prayers. Words cannot express my gratitude, thank you very much.

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## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS .....</b>	<b>x</b>
<b>ABSTRACT.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the study .....	1
1.2 Statement of Problem.....	3
1.3 Purpose of the study .....	4
1.4 Objectives .....	4
1.5 Research Questions .....	5
1.6 Research Hypothesis .....	5
1.7 Significance of the study.....	5
1.8 Delimitation of the study .....	6
1.9 Limitations of the study .....	6
1.10 Basic assumptions of the study .....	7
1.11 Definition of Significant terms used in the study .....	7
1.12 Organization of the study .....	8
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>9</b>
2.1 Introduction.....	9
2.2 Sustainability of Donor Funded Projects .....	9
2.3 Factors influencing sustainability of donor funded projects. ....	11
2.3.1 Cost of Living and sustainability of donor funded project .....	11
2.3.2 ProjectMonitoring & Evaluation and Sustainability of Donor Funded Projects.....	12
2.3.3 Stakeholder involvement and participation and sustainability of Donor Funded Projects ...	14
2.3.4 Human capacity Building and sustainability of Donor Funded projects .....	17
2.4 Theoretical Review .....	19
2.6 Research Gaps.....	23

2.7 Summary of Literature Review.....	23
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>25</b>
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Target Population.....	25
3.4 Sampling Size Determination and Sampling Procedures.....	26
3.4.1 Sample Size.....	26
3.4.2 Sampling Procedure .....	27
3.5 Data collection Instruments .....	27
3.5.1 Pilot testing of the instruments .....	27
3.5.2 Validity of the instruments.....	28
3.5.3 Reliability of Instruments .....	28
3.6 Data Collection Procedures.....	28
3.7 Data Analysis Techniques.....	29
3.7.1 Ethical Issues .....	29
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION ....</b>	<b>32</b>
4.1 Introduction.....	32
4.2 Return rate.....	32
4.3 Background information .....	32
4.4 Cost of living and sustainability of donor funded projects .....	34
4.4.1 Factors associated with cost of living in donor funded projects .....	34
4.5 Project monitoring and evaluation .....	36
4.5.1 Monitoring and Evaluation throughout the Project Process .....	38
4.5.2 Project monitoring and evaluation and sustainability of donor funded projects.....	38
4.6 Involvement and participation of stakeholders .....	39
4.7 Human capacity building .....	42
4.7.1 Project benefits.....	45
4.8 Pearson coefficient of Correlation .....	46
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATION .....</b>	<b>48</b>
5.1 Introduction.....	48
5.2 Summary of the findings.....	48

5.3 Discussion.....	48
5.4 Conclusion .....	51
5.5 Recommendations.....	51
<b>REFERENCES.....</b>	<b>53</b>
<b>APPENDICES.....</b>	<b>58</b>
Appendix 1: Questionnaire for community members and project manager on sustainability of donor funded projects. ....	58

## LIST OF TABLES

	<b>Page</b>
Table 3.1 Summary of Sample size .....	27
Table 3.2: Operationalization Table .....	30
Table 4.1: Gender of respondents .....	32
Table 4.2: Age of respondents .....	33
Table 4.3: Marital status of respondents .....	33
Table 4.4: Highest level of education of respondents.....	34
Table 4.5: Rating of factors associated with cost of living in donor funded projects.....	34
Table 4.6: Cost of living and sustainability of donor funded projects.....	35
Table 4.7: Rating of factors affecting project monitoring and evaluation in donor funded projects.....	37
Table 4.8: Project monitoring and evaluation being fully carried out .....	38
Table 4.9: Project monitoring and evaluation influencing project sustainability .....	39
Table 4.10: Factors that contribute to stakeholder involvement and participation in donor funded projects.....	40
Table 4.11: Stakeholder involvement and participation and project sustainability .....	41
Table 4.12: Human capacity building being carried out before project implementation .....	42
Table 4.13: Aspects of human capacity building in sustainability of donor funded projects.....	43
Table 4.14: Human capacity building and project sustainability.....	44
Table 4.15: Project being beneficial to the people.....	45
Table 4.16: Effect of stakeholder factors associated with sustainability of donor funded projects.....	45
Table 4.17 Coefficient of Correlation.....	47



## LIST OF FIGURES

Figure 1: Conceptual Framework .....	22
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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>IFAD:</b>	International Fund for Agricultural Development
<b>NGO:</b>	Non-Governmental Organization
<b>USAID:</b>	United States Agency for International Development
<b>KENSUP:</b>	Kenya Slum Upgrading Programme
<b>UN-HABITAT:</b>	United Nations Human Settlements Programme
<b>UNCTAD:</b>	United Nations Conference on Trade and Development
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>FAO:</b>	Food and Agriculture Organization
<b>SEC:</b>	Settlement Executive Committee

## ABSTRACT

Sustainability of donor funded projects has become an issue of paramount concern to development projects in Kenya and other third world countries. This is because many projects do not live to achieve the set objectives instead they go down after donors pull out. Donors spent a lot of resources in projects only to end up with projects that do not serve the need of the target community and this is due to lack of project management guidelines that sustains the project beyond the donor life. In Kenya, the project donors have tried to emphasize the importance of project sustainability by engaging the local community in all project processes. The study sought to find out the factors that affect the sustainability of donor funded projects and was guided by four objectives namely: to investigate the extent to which the cost of living influences sustainability of donor funded projects, to examine how project monitoring and evaluation influence sustainability of donor funded projects, to analyze how stakeholder involvement and participation influence sustainability of donor funded projects and to determine the extent to which human capacity building influence sustainability of donor funded projects. The study was carried out in Kibra Constituency where the government of Kenya through the ministry of housing started a project in 2002 that aimed at upgrading the housing structures in Soweto, Kibera slums. The Government of Kenya executed and managed the project while the UN-HABITAT and Cities Alliance were main funders of the project. Soweto East zone A was the project site and it has 1200 tenant families who were supposed to benefit from the project. The research study adopted descriptive research design with the use of questionnaires and interviews as primary tools of collecting data. The sample size was 109; 92 being the tenant families and 17 the Settlement Executive Committee. Review of relevant literature helped to reveal the gaps that need to be filled for one to ensure donor funded projects are sustained beyond the withdrawal of donors and should achieve the set objective. The findings of the study indicated a positive correlation between the independent variables which are ; cost of living, Project monitoring and evaluation, Stakeholder involvement & participation and human capacity building and the dependent variable which is sustainability of donor funded project. This project taught the project beneficiaries to take care of the project as their own even after the donors have left or when the project is completed.

## **CHAPTER ONE**

### **INTRODUCTION**

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

Project sustainability is a critical component in the project lifecycle. Defining sustainability is a challenge because sometimes the term can be used interchangeably with the term development. Sustainability within the context of sustainable development has been defined by world commission on Environment and Development (1987) as forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs. This simply means that in as much as the goal of the project is to address a present and pertinent problem, the solution achieved should have a futuristic orientation in the sense that the benefits of the project should be extended to the future after the external donor funding is pulled out. Sustainable project is the one that is capable of generating benefits to the project beneficiaries for an extended period of time and as a result, the project will produce resources to be used in the running of the project making it worthwhile in terms of finances and time. Future orientation is the basic element of sustainability.

According to IFAD Strategic framework (2007- 2010) sustainability of the project is defined as the ability to ensure that institutions supported through projects and benefits realized are maintained and continue after the end of project external funding. The project must be self-sustaining, that is being able to maintain itself independently once commenced, and the project can do these by generating constant income that enables the project progress.

Sustainability in development projects is a dominant concern affecting decisions and actions that may shape donor policies for years to come, other authors define sustainability in relation to the development of poor regions for example Barbier (1987) links sustainable development to increasing the material standard of living of the poor at the “grass root” level which can be quantitatively measured in terms of increased food and real income.

The international Institute for sustainable development ( 2010) looks at sustainability in terms of sustainable management of organizations, It defines it as “ adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future”. This definition acknowledges the fact that any development project whether donor or locally funded should be profitable for it to sustain future care and upkeep of humanity and environment. Sustainability development is about balancing between social, economic and environmental sustainability. It is about consuming the income not the capital, sustainability implies that the natural capital remains intact , this means that the source functions of the environment should not be degraded, therefore the extraction of renewable resources should not exceed the rate at which they are renewed and the absorptive capacity of the environment to assimilate waste should not be exceeded.

The sustainability of donor funded projects has been of critical importance in third world countries (Panda, 2007). This is because most projects that were undertaken failed to be sustainable even `after donors have spent a lot of resources in them. Sub Saharan Africa is among the developing countries category and its NGO projects sustainability level is at 45% (USAID, 2010). Sub-Sahara Africa has continued to witness low levels of project sustainability (Globalgiving, 2013), due to absence of guidelines on project management and the project team have never understood their role in ensuring the sustainability of development projects (Silvius& Schipper, 2010). The high levels of sustainability is due to the improvement of the quality of projects while the low levels are caused by delayed or ignored attention and emphasis on project sustainability, this is a characteristic of Kenyan NGOs which witness lots of failures of projects immediately the donors withdraw from financing them. A projects becomes sustainable if the system that is tasked with its management has a reliable and long term capacity of resource mobilization (Ebner and Baumgartner, 2010)

In the context of donor funded development sustainability can be defined as the independence, maintenance and continuation of the project after assistance from the donor has been withdrawn or project completed. Khan and Hare (2005) pointed out that

for a Non-Governmental Organization (NGO) funded project to be sustainable; it has to have enough funds, strong institutional base and sound programmatic approach.

## **1.2 Statement of Problem**

Sustainability has remained a major challenge to many development projects globally. Donors put in billions of dollars to development projects only for them to fail immediately the funding stops. Lack of sustainability has been caused by both the local community beneficiaries who continue to depend on the external and they fail to independently sustain the project. According to Baark & Heeks (1999) ‘‘ Donor funded IT projects in China all were found to be partial failures’’. When the IT projects were evaluated in China, it was found out that the projects were not very sustainable due to lack of capacity development and empowerment of the local people to sustain the project on their own.

The objectives and interests of the project donors and the project beneficiaries may not be the same, the project donors may have the objective of profit making or gaining recognition but have little interest on the development of the beneficiaries and sustainability of the project, for example, Heeks (1996) describes the issues that came up when western donors provided outdated and obsolete hand computers to Indian clients.

In Kenya, the project donors have tried to emphasize the importance of project sustainability by engaging the local communities but still many projects stalled or became unsuccessful due to the local people depending on more external funds to sustain the project way after the project is completed. Kibera slums is the largest informal settlement in Kenya with a population of 170,070 residents according to the Kenya Population and housing census of 2009 (Daily Nation, 2010) with a population density of 68,000 persons per square Kilometer. Kenya Slum Upgrading Programme (KENSUP) is one project that is facing a major challenge of sustainability; it is a project which was started in September 2002 through a joint initiative of the Government of Kenya through the ministry of housing. The government executes and manages the project, while the United Nations Human Settlements Programme (UN- HABITAT) and Cities Alliance being the main funders of the project.

The aim of the project was to improve the livelihoods of residents both the tenants and structure owners who are living and working in Soweto East in Kibera slums by offering good housing and good sanitation facilities. Soweto East has 19,318 residents who are spread across four zones (UN- HABITAT, 2008). Of this total population 90% are tenants whereas 10% are structure owners who collect monthly rent and use it to develop housing facilities in other parts of Nairobi. On 16<sup>th</sup> September 2009, the first phase of the Kenya Slum Upgrading Programme became operational where 5000 residents of Soweto East zone a village out of the total 6,288 residents relocated to the new apartments in Langata. When the project of constructing housing units was completed the intended beneficiaries of the project who are the slum dwellers did not embrace the housing units by living in them, instead they took the flats and rented out to willing tenants at a good price and went back to live in the slums. The study aims to find out the factors that influence the sustainability of this housing project within the context of community participation, Monitoring and Evaluation, Stakeholder involvement and participation and Human capacity Building.

### **1.3 Purpose of the study**

The purpose of this study was to analyze the factors that influence the sustainability of donor funded projects in Kenya, A case of Kibera Slum Upgrading Initiative in Kibera slums, Nairobi County.

### **1.4 Objectives**

The study was guided by the following objectives

- i) To investigate the extent to which the cost of living influences the sustainability of Kibera Slum Upgrading initiative.
- ii) To examine how Project Monitoring and Evaluation influence the sustainability of Kibera Slum Upgrading Initiative.
- iii) To analyze how Stakeholder involvement and participation influence the sustainability of Kibera Slum Upgrading Initiative.
- iv) To determine the extent to which Human Capacity Building influences the Sustainability of Kibera Slum Upgrade Initiative.

## **1.5 Research Questions**

The study sought to answer the following questions:

- i) To what extent does the cost of living influence sustainability of Kibera Slum Upgrading Initiative?
- ii) How do Project monitoring and evaluation influence sustainability of Kibera Slum Upgrading Initiative.?
- iii) How do stakeholder engagement and participation influence the sustainability of Kibera Slum Upgrading Initiative.?
- iv) To what extent does human capacity building influence sustainability of Kibera Slum Upgrading Initiative?

## **1.6 Research Hypothesis**

The study was guided by the following hypothesis tested at 95% level of significance:

**H<sub>01</sub>:** There is no significant relationship between the cost of living and sustainability of Kibera Slum Upgrading Initiative.

**H<sub>02</sub>:** There is no significant relationship between project monitoring and evaluation and sustainability of Kibera Slum Upgrading Initiative..

**H<sub>03</sub>:** There is no significant relationship between stake hold ervention and participation and sustainability of Kibera Slum Upgrading Initiative.

**H<sub>04</sub>:** There is no significant relationship between Human Capacity building and sustainability of Kibera Slum Upgrading Initiative. .

## **1.7 Significance of the study**

The research taught the project beneficiaries the importance of sustainability of projects, this helps them to sustain the project as their own after the donors pull their financial support from the project especially when the project has been completed. This research acted as an eye-opener to the community and the donors on ways of enhancing project sustainability.

It is the hope of a researcher that this research through its findings will open up collaboration opportunities between all the project stakeholders that are geared towards future sustainability of projects. Through this, each stakeholder will try to engage each



other all for the common good of the project. The project donors, the government and the project beneficiaries will each be involved at every stage of the project throughout the entire project cycle.

To the government of Kenya through the Ministry of Housing, generated recommendations and proposals on how to improve the Kibera Slum Upgrading Initiative and other projects to be implemented in future. The government will achieve this by getting feedback from the community, for example the Kibera Slum dwellers should be able to state to the government why they do not want to live in the improved houses constructed for them and what can be done about it, instead choose to go back to the slums and rent out the good flat.

### **1.8 Delimitation of the study**

The study was delimited to Kibera Slum Upgrading project which was undertaken in Kibera constituency, by the Government of Kenya in conjunction with UN HABITAT. The choice of this project presented an example of one where they would be beneficiaries of the project ended up not occupying the housing units allocated to them. The findings of the study did not meet criteria for generalizability.

The project was aimed at improving the housing structures of the slum dwellers and provides them with better sanitation facilities which will in turn create employment for some slum dwellers.

### **1.9 Limitations of the study**

The study faced some limitations on its course, one main challenge was in security in Kibera slums, Accessing the slums to collect data posed a risk to the researcher and the team due to high levels of crime in the area, therefore more finances were set aside for hiring a security guard from the area to be accompanying the research team whenever they wanted to access the interior parts of the Kibera slums. To counter this limitation, the researcher minimized the number of times of visiting the interior parts of the slums; instead agreed with the research respondents to be meeting with them outside the slums at the chief's office for interviews. This to a great extent reduced the money spent on security provision significantly.

Another challenge experienced when carrying out interviews with the settlement committee was their unavailability to attend those meetings as agreed, the number of those attended was 8 compared to 17 which was the original number of them who would be available. We were able to counter the challenge by having interviews on different days to ensure more members and their schedules were accommodated.

### **1.10 Basic assumptions of the study**

The researcher assumed that the respondents would be available as agreed to answer questions even on short notice. The researcher also assumed that the respondents would give honest and true feedback about the questions and also would deliver the filled up questionnaires to the researcher on time as agreed without delay.

### **1.11 Definition of Significant terms used in the study**

**Community Participation:** It is a process by which community people influence decisions that affect them especially it is influence on development decisions.

**Community Capacity Building:** It is the identification and strengthening of community's tangible resources which when combined improves the ability of a community to recognize, evaluate and address key problems

**Donor funded project:** It is a series of decisions undertaken with clear objectives within a given time where required resources especially in monetary form is provided by external parties with an aim of improving the livelihood of project beneficiaries.

**Key project stakeholders** are those stakeholders that have great influence and authority on the project. These are people that need their objectives to be satisfied, they either make or break the project and they include; customers, project managers, project team members, project sponsor and the steering committee.

**Project stakeholders** can be entire organizations or individuals that are positively or negatively affected by the execution of the project.

**Project:** It is a series of decisions undertaken with clear objectives within a given time frame and financial constraint.

**Sustainability:** It is the ability to be sustained, supported, upheld or confirmed.

**Stakeholder Engagement:** It is a process where an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions.

**Stakeholders** are people or institutions with an interest in the project's outcome. They include; project managers, members of project team, executives, users, target group, community members, customers and project sponsors. These are the people that invested in the project and along the way the project can affect or impact them either positively or negatively.

**Target group** is a group of people which a campaign or policy seeks to help or influence, in project management it is the people or the community that is set to benefit directly from the project being executed.

### **1.12 Organization of the study**

The study is organized into five chapters. Chapter one discusses the background introduction of the study where the conceptual and contextual issues of the study are highlighted.

Chapter Two is the Literature Review where various schools of thought come to play in reviewing theoretical and empirical literature of general factors influencing sustainability of donor funded projects. A conceptual framework outlining all the variables and indicators used in the study is also discussed at this chapter.

Chapter Three covers research methodology, target population, sampling procedures, description of research instruments, validity and reliability of research instruments, data collection methods data analysis techniques, operational definition of variables and ethical considerations.

Chapter four discusses data analysis, data presentation, interpretation and discussion of the study. Chapter five will present the summary of research findings, conclusions, recommendations and suggestions for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides theoretical and empirical literature on factors influencing the sustainability of donor funded projects. The chapter is divided into seven parts which are; introduction, sustainability of donor funded projects, factors influencing sustainability of donor funded projects, theoretical review, conceptual framework, summary of Literature Review and Research gaps.

#### **2.2 Sustainability of Donor Funded Projects**

The world commission on Environment and development defined sustainability as ‘the development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (WCED 1987). Sustainability relates to demographic and environmental concerns in the view of economic and government finances crisis across USA and Europe, it includes financial sustainability and social issues like equality, social renewal and social mobility (UNCTAD, 2014). With the rising interest and need for project sustainability, many studies and researches have been advanced to find out how sustainability can be achieved as a strategic necessity. Research has stressed the role of corporations (Shrivastava, 1995), governments (UNCTAD, 2014) and the community (Van Berkel, 2010) in fostering the importance of project sustainability by developing a strategy. There has been difficulty in achieving replicability and sustainability of the project which is its ability to remain significant after external support is pulled out (Ruffing, 2007).

According to Bossert (1990), the popular solution to this problem of project sustainability is to ensure that the transfer of project responsibilities and handover processes are initiated from the beginning of the project to the end and continually monitored for effectiveness. This basically is the art of making the project beneficiaries be responsible of any project activity which will enhance project ownership thus furthering its sustainability.

In Sub Saharan Africa, Projects sustainability has attracted a lot of concern and attention from the NGO world. USAID (2010), rates NGO projects sustainability levels at 42.85 percent in Sub- Saharan Africa. It describes high sustainability as a result of effort and goodwill among the project team to making sure that the project is sustainable and reliable after its completion. Low project sustainability in Africa was linked to the challenges and impediments that the NGOs encountered in their pursuit to ensuring development projects are sustained by the beneficiaries long after the external support is withdrawn and was also due to the fact that in Africa the sustainability of NGO project is gradually evolving. There are generally low levels of sustainability of community development projects in Africa (Globalgiving, 2013).

According to Panda (2007), long term sustainability of community projects is a very critical component in the success of projects in developing countries Kenya included. Kenyan NGOs carry out many projects but few of them achieve the expected sustainability because most of the local community members have not been empowered on how to maintain the project in the absence of donor funds and external support. Another reason to low sustainability is due to lack of guidelines on project management and distinct role of project team in ensuring project sustainability (Silvius & Schipper, 2010). Each project stakeholder should play a specific role in ensuring that the undertaken projects attain sustainability.

Ebner and Baumgartner (2010) in their work made an important observation and noted that a development project is likely to acquire sustainability status if the system managing it has a capacity to mobilize resources over a long term period that will be sufficient to maintain the project throughout its life cycle.

Many initiatives on sustainability face numerous challenges, The donor agencies and other project stakeholders should facilitate the process of bettering the community by giving them an opportunity to improve their living conditions by use of available resources in the community (Soerderbaum, 2008) Donor funded projects require assimilation and pulling together of both financial and human resources in the community for its sustainability. The project beneficiaries should come together and be empowered to be independent so that they can independently solve their key problems and sustain the

project after the external support is withdrawn. A development program is sustainable when it can benefit the beneficiaries for an extended period of time after withdrawal of financial, managerial and organizational help and assistance from external donors (US Agency for International Development 1988).

### **2.3 Factors influencing sustainability of donor funded projects.**

This subsection discusses factors affecting project sustainability based on the objectives of the study

#### **2.3.1 Cost of Living and sustainability of donor funded project**

The cost of living is constantly rising and has become a global concern, for the past 50 years there has been a dilemma on how to curb the skyrocketing cost of living (Church, 2011). Both the developed and underdeveloped countries are significantly affected by the rising cost of basic commodities and services. For the developed countries rising cost of living makes the prices of basic goods to be exorbitant forcing the people to reduce the quantities of the goods bought and in the underdeveloped world it forces the locals to forego some items and give priority to the most important items that one cannot live without.

Report of the Nairobi cross sectional Slums Survey (NCSS) 2012 reiterates that Kenya is no exception to the cost of living that keeps on rising day in day out especially in the informal settlements where people struggle to meet their daily basic needs. An example is Kibera slums where the community members are adversely affected by the rising rate of inflation which affect their daily lives in terms of what to eat, wear or shelter. There are many factors that affect the cost of living in the slum; inflation, family size and income. NCSS 2012 reported that many people in the slums do not access basic necessities like clean drinking water and sewerage services thus making it difficult for them to raise the 10% fee the government had required them to deposit so that they can be allocated a room in the Slum Upgrading Project. Community members tend to give priority to meeting the basic needs like buying food whose price is within their means leaving out the housing project terming it beyond their means hence making the project unsustainable or failing to meet the need it was intended for.

In Kibera slums unemployment is rampant and stands at 50% (NCSS, 2012) The remainder percentage of people that are employed are working in industrial area doing jobs that need fair skills, those jobs are mostly contractual hence the level of income is low. The unemployed members of the community spent their time doing menial jobs around the vicinity and are paid per day depending on the amount of work done. Casual laborers may earn less than a dollar a day putting them at risk of not being able to afford to register for the housing project by paying the required amount. Some youth who do not find jobs turn to crime activities like stealing from the neighbors and other members of the public affecting the security situation of slum. The report recommended the government to address the level of unemployment through parliament by putting in place policies that curb it.

When the rate of inflation rises, the prices of basic goods rise (Church, 2011) households tend to pay more for food, clothes, transport, electricity and shelter. This increase in price tend to reduce the purchasing power of the slum residents, this means that they will have to buy few items using a lot of money. Food which is the most important basic need in the slum may have its prices affected by weather conditions and fuel costs. Food prices go up when the weather conditions are extreme like when it is too dry or too much flooding in the country that causes shortage of food thus increase in price. The community members with high purchasing power have the ability to sustain the project because they afford it. The government has an active role to play in controlling the prices of basic commodities and helping the common citizens (Braun, 2008). Without the intervention of the present government the private suppliers of basic goods and services may set exorbitant prices of their supplies with an aim of making huge profits at the expense of the poor people.

### **2.3.2 Project Monitoring & Evaluation and Sustainability of Donor Funded Projects.**

For the past about 50 years, companies and organizations in the world especially the public sectors have put up monitoring and evaluation practices to enhance the sustainability of the projects they engage in. Due to the increasing and widespread demand of M&E worldwide, many programs have known the benefits of these processes and are putting all the effort to incorporate them in all their operations (Baker,

2011).M&E in Brazil is an essential tool with massive worldwide efforts to achieve economic, environmental and social sustainability (Mrosek, Balsillie& Schleinfenbaum, 2006).

At regional and sub regional levels, M&E is essential for testing the sustainability of local development projects and is important for planning and management of Non-Governmental Organizations and their projects ( Margo louis, & Salafsky, 2010).Monitoring of development projects is a process of regular and systemic collection of data and information about the project and the collected information analyzed to track the progress of the project implementation against the set targets and expectations. This process helps one answer the question of whether the project delivered as expected.

Regular and systemic collection of data from ongoing projects help the project team to learn from their experiences and improve performances, it also encourages both internal and external accountability by the project team on the resources pumped into the project and ensure that all the project activities yield the results that were anticipated from inception ( O’Sullivan,2004). Monitoring defines project objectives by linking project activities and their resources to expected objectives. The project objectives are translated into performance indicators which will be used to compare the expected results and the actual results of the project by regular collection of data on the indicators.

Monitoring provides the project team with crucial information on the performance of the project in regards to the set objectives; this gives them a chance to correct any loophole in time that may be hindering the progress of the project. By use of monitoring tools like field reports, progress reports and log frames among others, one is able to keep the project in track and point out the deviations from the original objectives and address them promptly. Proper monitoring of the project ensures project sustainability after its completion because the problems were addressed as soon as they arose and that gives rise to smooth transition of the project from completion to handing over to the community.

Project evaluation is the process of collecting, analyzing and interpreting project related data systematically so that can be used to assess how the project is performing in relation to the set targets and objectives of the project, it is a process of finding out the decision



areas of concern, selecting appropriate information and analyzing it in order to report useful data summary to the project stakeholders and decision makers to be used in selecting alternatives (Alkin, 1969).

Evaluation objectively and systematically focuses on assessing the whole phase or part of the project after completion (Rossi, Lipsey, & Freeman, 2004). Evaluating a project in phases helps one to detect deviation from objectives and allow prompt rectification. Project evaluations help one check the importance of the project in meeting community needs, if the project team is efficient in terms of proper use of project resources. It can also assess how effective the project interventions are both actual and anticipated project impacts and this allows the project manager and the entire project team to gauge anticipated sustainability of the project (Junbeum, et al.2007).

### **2.3.3 Stakeholder involvement and participation and sustainability of Donor Funded Projects**

From 1980's local participation alone had been considered as the remedy to the failures of development assistance, but in the 1990's one multilateral agency World Bank placed a lot of concern and emphasis on all the project stakeholders and saw it as a means of ensuring developmental sustainability of the project (Gonzales, 1998, p.2). This means that for any developmental project to be sustainable it requires the input and active participation of all the project stakeholders and target groups in all the stages of the project life cycle. The project acts as a solution to the felt need of the target group and it seeks to satisfy their expectations as required, this people include; the community members and their local leaders. Stakeholders and target groups and their participation in project execution is very key towards sustaining the project in the long run, therefore it is inevitable for the project team to allow them participate fully in the project.

Involvement and participation of these groups of people is very crucial in achieving sustainability of donor funded projects because project sustainability depends on the roles played by the different project stakeholders especially the ones that directly participate in the project execution like the government, the donor agency or the implementing agency and the target group or project direct beneficiaries (Australian Agency for International Development, 2000, p.4). The project beneficiaries are a critical ingredient in project

sustainability because they are the ones with a choice to either continue enjoying the benefits of the project or to reject it thus failing to meet the intended objective.

The post evaluation reports from International Crops Research for Semi- Arid Tropics (ICRISAT) and African Development Bank (ADB) on rain fed and irrigated agriculture in Asia confirms that active participation of all stakeholders and project beneficiaries in the project is a key to the realization of its success and sustainability (Renfron, n.d.).

The Malawi Rural Piped Water Scheme Programme was started in 1968 as a government initiative to provide drinking water to the rural communities but at some point there was no money for construction of water schemes and the community members were not willing to contribute because they were not involved from project formulation, design and implementation thus the project was found to be less sustainable because there was low level of involvement of the target group which were the community members in all the project processes ( Kleemeier, 2000, pp.931-932).

Active participation of the stakeholders and target groups in the project allows them to access all the information needed to improve their livelihoods and are at all times involved in decision making process( Scheyvens, 2002). In this process, the external stakeholders and the target group (direct beneficiaries) have continuous interaction, involvement and consultations in all decision making processes and discussions. Their views are equally considered after consensus and compromise process (Gonzales, 1998, pp.22-23).

Giving all the stakeholders full opportunity to participate in all the processes and activities of the project including project formulation, decision making and end term project evaluation helps in expressing the interests of the majority stakeholders and it helps in ensuring that crucial cultural, social and humanitarian objectives of the development project are achieved( Rahnema, 1992, p.121). This participation allows them to improve their creativity and capabilities that allows for their actualization and self-fulfillment of individuals and groups. When they are fulfilled, they can have influence on the most important societal function systems like social, economic and political functions of the society which form the basis of development of the society.

The development of project ideas is driven by the demands of community members and this leads to effective participation (FAO, 1997), this participation allows the project beneficiaries to have a sense of ownership on the project thus having that commitment to sustain the project even after the external assistance is stopped upon its completion.

It is important and better for donors to offer assistance to the project target group that will help them to be independent in future rather than give handouts which will make them be dependable on charity thus being unsustainable (Bossert, 1990, p.105). This independence will enable them be self-reliant and meet their own basic needs thus help in reducing hunger and poverty in the society in the long term. Alleviation or elimination of hunger in the long term is a positive move in the direction of achieving one Millennium Development Goal of halving the proportion of people who earn less than a dollar per day and the population that suffer from hunger ( Picciotto, 2002,p.2).

For this process of involving the stakeholders and target groups in the project process to be successful, the project team should hold a first meeting with all the stakeholders and target groups during the formative stages of the project especially the project identification, preparation and planning stages. These should include; villagers, local groups, community leaders, local NGOs, extension staff and local government agencies. The choice of stakeholders to participate in the project will depend on the activities the project will be engaging in for example, agricultural, environment or development related projects.

During this meeting, key project objectives are explained before the project is started and a chance should be given to the target or key project stakeholders to accept or reject the project (Kleemeier, 2000, p.932), this meeting also grants an excellent opportunity to all project participants to exchange ideas and information about what the target community actually need and is also a good listening and learning forum for the internal stakeholders and external agents. The community opinion should be considered in designing the project so that their needs are well represented and addressed.

The sustainability of donor funded project can be facilitated by signing an agreement or contract that specifies the responsibilities of all project stakeholders (Kleemeier, 2000). This document should be agreed upon and signed by all stakeholders with the consent of all intended project participants with the full understanding of their responsibilities and expectations. With this in place, every stakeholder will work to achieve their part of the deal hence fostering commitment on them to work towards long term sustainability of the project.

The internal stakeholders and target group should maintain networks with the external agents like the project sponsors, donors and implementing agencies to ensure sustainability because these agents act as facilitators to the community in furthering the gaining of knowledge and skills about the project. The self-sustenance and reliance of a community or group depends on its ability to maintain links with the government and Non-Governmental Organizations (NGOs) in the event the project staffs are not there (FAO, 1997).

#### **2.3.4 Human capacity Building and sustainability of Donor Funded projects**

Arden et al; 2012 defines capacities as additional, learned knowledge or skills whose acquisition enables the possessors of such capacities to perform particular tasks with enhanced confidence and effectiveness. These abilities are specific to various occupations and competencies.

According to the Western Australian Department for community Development (2006), community capacity building is an act of promoting the abilities and capacities of people living in a community to develop, execute and sustain their own identified solutions to problems facing them in a way that foster their confidence in having authority over their economic, physical, cultural and social environment. This is a continuous process which can enable the development of effective local leadership which will be able to spearhead the community responsibility of sustaining own development projects through its members (Verity, 2007, p.14).

Human capacity building and empowerment of the project beneficiaries in management of the available resources is a vital component of project sustainability (Korten, 1984). Empowerment in this context is giving and enhancing the abilities of the marginalized and vulnerable community members to be self-reliant and good managers of the locally available resources. It entails enabling the powerless and poor to take more control over their lives and secure a better livelihood with ownership and control of productive assets as one of important elements (Chambers, 1993).

Participation of the community members and their leaders in capacity building forums, training them on self-reliance issues and impartation of several skills lead to their empowerment (Lyons et al, 2001).By having them have a sense of confidence in themselves and be self-reliant, that to a greater length contribute to the sustainability of development projects that are designed and executed for their sake and this in a broader sense contribute to the national sustainable development. An empowered community which is characterized by trained and highly skilled human labor is very critical in the sustenance of community development projects.

It is the abstract gains of the community that bring the permanent and enduring results of community empowerment which enable community members to help themselves. By gaining in the ability to reach certain community objectives, people also gain in self-dependency and sufficiency that enables them be self-reliant without depending on external resources only (Swanepoel, 1993,2-4).

Capacity building is an excellent approach used by developmental agents to achieve project sustainability (Langran, 2002). This is because it cultivates the culture of independence of community members and this helps them be able to manage the project on their own after the project completion and when the external support is withdrawn, this culture enables them solve their problems independently (Temali, 2012). With community independence and empowerment, individuals, organizations and groups are able to perform important functions that help them achieve their objectives effectively and handle development projects in a sustainable manner.

For the process of human capacity building to be effective, one has to identify the capacities needed together with the existing gaps and design measures to fill those gaps using various dimensions like; financial, human resource and social resources (Temali, 2012). Financial resources include; empowerment on how to make money and be financially independent while human resources aspect is motivation of humans and development of skills and abilities.

Specific strategies of ensuring effective community capacity building are numerous and one of them include; fostering the culture of participation among the community members. The other strategy is by cultivating leadership opportunities among the community members by giving them opportunities to be their own leaders and encouraging them to take their own decisions on matters that affect the whole community. Training community members as co researchers help in imparting them with skills of self-reliance that will ensure the project is sustained beyond its life. Securing community resources and implementing the needed interventions together ensures the capacity building of the community members and enabling them use the locally available resources to address the most pressing issues that affect the community ( Downey et al.2010:175).

#### **2.4 Theoretical Review**

The researcher in this study delved into two theories with an aim to understand sustainable development of community projects, the two theories are; **Social action theory** and **institutional theory**.

**Social action theory** is a theory that was proposed and coined by Max Weber in 1922; it was developed for the sole purpose of observing how human behaviors relate to cause and effect in the social set up. This theory puts into consideration the actions and reactions of individuals because it assumes that human behavior and action vary depending on the prevailing social conditions and how other people will be affected by the said actions. When an individual finds out that a potential reaction will be undesirable he/she will modify the action so as to bring out a desirable reaction.

This theory suggests that human beings are the sole and main factor that determines their own needs, interests and desires (Adler, 1924). Personality development methods just like Jane Nelson theory describe psychoanalytic method of having unwanted human behavior first by identifying with the individual needs and desires (Nelson, 1996). This means that the unwanted behavior exhibited by human beings may have a connection or relationship with their existing unmet needs and desires.

This theory is relevant to the study because it is very important for the needs of the community to be connected with the proposed sustainable objectives of the project so that the target community can have a long term sustainability aspect of development projects. The proposed change to the community should be in line with their needs and this can be achieved by engaging the target community in all processes so that they can modify their actions so as to bring out desirable effects to the project. This theory however has a shortcoming of viewing sustainability from a narrow perspective of meeting the need, sustainability is a wide concept that requires to be viewed from various angles so that it can be achieved, not just meeting the community needs.

**Institutional theory** developed by Nelson Phillips asserts that process of forming institutions is paramount to sustainable development (Schneirberg and Soule, 2005). Institutions are societal structures that are made of normative, cultural- cognitive and regulative elements that bring together activities and resources to provide meaning and stability to social life. These institutions build the society and shape human interaction in everyday life; they enable accomplishment of certain tasks because they allow desirable actions to be realized by continual repetition that gives rise to formation norms (Green, Li & Nohria, 2009). By embracing norm formation, community members will no longer do things just because it is a rule but because it is a norm (Scott, 1991).

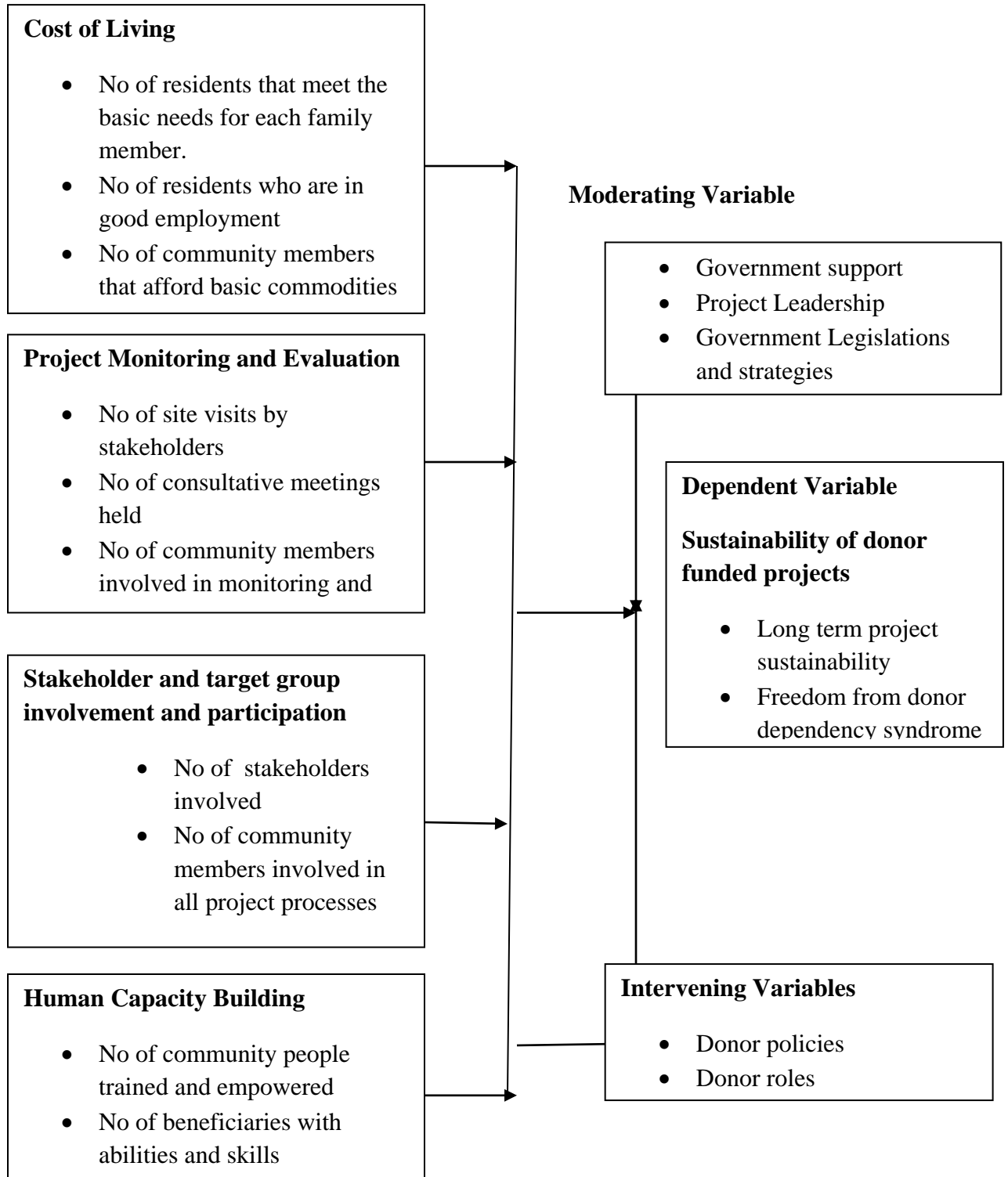
Edward and Hulme (1992) through their work concluded that institution building is an important aspect facing Non-Governmental Organizations in their pursuit of community sustainable development. This theory was looked into by the researcher in this study to complement social action theory that only focuses on meeting community need. Since institutional theory is multi-faceted, it was appropriate to be used so as one can get a wide and diverse view of project sustainability

## **2.5 Conceptual Framework**

Figure 2.1 of conceptual framework shows the relationships between the identified variables, the dependent variable is the sustainability of donor funded projects which is affected by the independent variables which in this case are; cost of living, project monitoring and evaluation, stakeholder and target group involvement and participation and finally human capacity building. Moderating variable is one that affects the strength of the relationship between the dependent and the independent variable and in the above diagram they are; government support, project leadership and government strategies. Intervening variable is a hypothetical variable that seeks to explain the causal links between other variables but it cannot be easily identified, examples are; donor roles, community attitude and donor policies.



## Independent Variables



**Figure 1: Conceptual Framework**

## **2.6 Research Gaps**

The reviewed literature gave a lot of emphasis to several factors that affect the sustainability of donor funded projects but failed to give the contribution of donors towards project sustainability in terms of community empowerment. Donor dependency is a major problem that gives rise to unsustainability of the projects because the community will continue depending on donors for resources to support the project at all stages even after its completion, community members should be resource independent and empowered so as to sustain and maintain their projects on their own after the withdrawal of external donation. Donors should play a key role in training the community members on financial and wealth creation skills and also monitor the finances given to them for effectiveness and efficiency.

## **2.7 Summary of Literature Review**

From the reviewed literature and discussions, project sustainability comes out as a very key aspect in the success of a community development project. Sustainability of the projects depends majorly on the prevailing cost of living of the direct beneficiaries of the project which enables them spare some resources towards sustainability of the project. Project monitoring and evaluation is also important because it helps one identify project challenges in all stages and come up with ways of addressing them promptly thus increases chances of project success and sustainability.

Project stakeholders like; donors, project team, target groups, community leaders, community members, local government and other interested parties when involved in all project processes it guarantees one the sustainability of the project because their views and concerns are considered thus creating a sense of ownership towards the project thus committing to see be sustained in future. Empowerment of humans and building their capacity in the community is a primary factor in realization of long term project sustainability, when the community members are empowered with skills and knowledge about the project, they will be able to spearhead the project on their own when the donor support is withdrawn and be able to solve their problems by use of locally available resources. Community empowerment enables them have the responsibility to sustain the project in the long term because they own it.

The researcher through this study sought to find out how the cost of living, project monitoring and evaluation, stakeholder involvement and participation and finally human capacity building affect the sustainability of donor funded projects.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter consists of ; research design, target population, sample size determination and sampling procedure, data collection instruments and procedure, instrument validity and reliability, data analysis techniques, ethical issues and operationalization of the variables of study.

#### **3.2 Research Design**

In this study, descriptive research design was adopted where interviews and other fact finding enquiries like questionnaires were used to collect data. The aim of this design was to analyze the target population at its natural environment without manipulation; the researcher had no control over variables of study but could interrogate the reasons why things occur in a certain way (Kothari, 2004).

This design was also appropriate because the data to be collected was a lot and therefore required one to employ both quantitative and qualitative methods of collecting data and that specific attribute was achieved by use of descriptive research. It was ideal in describing the characteristics of people and making informed predictions by answering questions of how, when, which and to what extent of the happenings in the community (Cooper and Schindler, 2010).

#### **3.3 Target Population**

This is a group of objects or items from which a sample is taken for specific measurement and inferences are made on the larger population (Kombo & Tromp, 2006). This project was carried out in Soweto East in Kibra Constituency, Nairobi County and the target population being the project beneficiaries who are tenants residing in Zone A and structure owners of Soweto East and their population is 1200 families and the settlement executive committee who are 17 in number (“Upgraded Slum Houses too Expensive”,2013).

### 3.4 Sampling Size Determination and Sampling Procedures

#### 3.4.1 Sample Size

Sampling is the process of selecting units or objects from a larger target population of interest so that by studying the units, one can generalize the findings to the population from which the sample was drawn (Kombo & Tromp, 2006). Census was the most appropriate method of inquiry to the settlement Executive Committee because of its small size of the population (Kumar, 2009). When census survey is carried out, it gives one a chance to study all the elements hence high accuracy may be achieved. It is advisable for one to use the census survey when the population is small (Kothari, 2004). For the project beneficiaries, Yamane formula was used to determine the sample size, this is where one determines the sample size by use of finite and known population size.

The formula is given by:

$$n = \frac{N}{1 + Ne^2}$$

Where

n = corrected sample size,

N = Population Size,

e = Margin of Error (MoE),

With 95% level of confidence and error limit of 10%

$$n = \frac{1200}{1 + 1200(0.1)^2}$$

n = 92 respondents.

This gives the sample size of 92 families. The information is presented in a tabular form as below:

**Table 3.1 Summary of Sample size**

<b>Subject</b>	<b>Population</b>	<b>Sample Size</b>	<b>Percentage</b>
Tenant families	1200	92	8
Settlement Executive Committee ( SEC)	17	17	100
Total Number of Respondents	1217	109	9

### **3.4.2 Sampling Procedure**

Out of the 1200 families in Zone A of Soweto East, a sample of 92 was settled at by stratified random sampling after division of the population into smaller groups known as the strata based on their neighborhood and locality and this allowed for proper representation of the whole population in the sample (Mugenda and Mugenda, 2003). Census was the most appropriate method of inquiry to the settlement Executive Committee because of its small size of the population (Kumar, 2009) they were 17 in number which is a small figure thus all would participate in the research. This study was concerned with the collection of data about all the important stakeholders of the project; therefore a random sample was drawn from each stratum which was proportional to the size of each respective stratum.

### **3.5 Data collection Instruments**

Interviews were the most preferred way of collecting data from the Settlement Executive Committee while the questionnaires were used on the tenant families due to their large size. In both instruments, the questions were both structured and unstructured to allow respondents give their own opinion on issues without being asked directly.

#### **3.5.1 Pilot testing of the instruments**

The researcher had to carry out a pilot study of pre testing the data collection instruments before the main and actual process of collecting data, this was done to clarify variables and be able to check the validity and reliability of the said instruments (Mugenda &

Mugenda, 2003). This pretest process was carried out on 10% of the total population of 1200 tenant families; the sample size for the pilot study was 120 tenant families.

### **3.5.2 Validity of the instruments**

Instrument validity is the extent to which a research instrument meets its objective by measuring what it is supposed to measure and performs a specific function which was designed to do (Mugenda & Mugenda, 2003). For the validity of the instrument to be realized, one has to carry out a pilot testing of the instrument which in our case will be the questionnaire; this is where the questionnaire is pretested before carrying out the larger study to ensure it meets the intended objective (Orodho, 2004). Tools of our research which were questionnaires and interview guides were presented to the professionals from the University of Nairobi including my supervisor who critiqued them to ensure effectiveness.

### **3.5.3 Reliability of Instruments**

Instrument Reliability is the extent to which a research instrument used to measure variables in an experiment give the same results every time under the same conditions (Cooper & Schindler, 2010). The split half method was used to test reliability of the instruments; this is a method where the consistency of the questionnaire is tested to ensure that it significantly contributes to what is being tested. During pretest, the questionnaire was administered randomly on a sample of Kibera tenant families and pilot study carried out. The participants in that pilot study did not participate in the actual sampling during the main study. The data gathered from the tenant families by use of questionnaires was operationalized and split into two halves, the results were correlated mathematically so as to test the level of consistency of results by use of Spearman Correlation. The correlation coefficient to be calculated must be greater than the minimum allowed of 0.75 and this will assure one of high pretest reliability of the questionnaire (Orodho, 2004).

### **3.6 Data Collection Procedures**

The researcher obtained a permit from National Council for Sciences and Technology before beginning the process of collecting data, after obtaining the permit, the researcher made a pre visit to the project site so as to familiarize oneself with the respondents and

the general environment of the place. The researcher made use of the local community leaders to identify the respondents and other people who were beneficial in the success of data collection. The researcher had a meeting with the respondents and informed them of the survey and if they are willing to answer some questions, the research assistants had the soft copy of the questionnaire installed on phone so they did not have to distribute hard copies. The respondents who accepted to participate were asked questions orally and their responses recorded on phone. The researcher arranged for interviews and discussions with the settlement committee thereafter the responses were recorded.

### **3.7 Data Analysis Techniques**

Data analysis is a process of checking, cleaning, transformation and modeling data with the goal of discovering useful information that can be used to make important conclusions and decisions (Polit & Hungler, 1997). The researcher retrieved all the filled questionnaires from the mobile phone and the recordings of the interviews and discussions of the settlement committee for analysis. After collections these instruments were checked for inconsistencies and inaccuracies after which the data was coded by allocating dummy numerical to the different responses by respondents. This was in ordinal scale and the values computed by use of Statistical Package for the Social Sciences (SPSS) and the data cleaned to check for completeness and accuracy. The keyed in data was analyzed by use of SPSS and presented in form of percentages and frequencies and results presented in a tabular form.

Pearson coefficient of correlation was computed to determine the strength of relationship or correlation between cost of living, project monitoring and evaluation, stakeholder and target group involvement & participation, Human capacity building and Project Sustainability. The correlation was done at 95% confidence interval.

#### **3.7.1 Ethical Issues**

The researcher and the research assistants did a pre visit tour of Soweto in Kibera so as to build rapport with the respondents and get to know them. The confidentiality of the information gathered during the research was ensured by not using the real names of the respondents throughout the study. There was also mutual respect between the research team and the respondents that ensured smooth flow and execution of planned activities.



**Table 3.2: Operationalization Table**

<b>Objective</b>	<b>Independent Variable</b>	<b>Indicators</b>	<b>Measurement</b>	<b>Scale</b>	<b>Data Collection Method</b>	<b>Data Analysis</b>
To investigate the extent to which cost of living influences sustainability of donor funded projects.	Cost of Living	Family poverty	Number of families with good income	Ordinal	Questionnaire/Interview Schedule	Descriptive statistics
		Rate of Inflation	Number of residents that afford basic goods and services	Ordinal		
		Family size	The number of family members that have their needs met.	Ordinal		
		Involvement of community leaders	Number of beneficiaries involved	Ordinal		
To examine how project monitoring and evaluation influence sustainability of donor	Monitoring & Evaluation	Involvement in project M&E	Respondents involved	Ordinal	Questionnaire/Interview schedule	Descriptive statistics

funded projects.		Frequency of consultations with the community on the project progress	Number of consultations done	Ordinal		
To analyze how stakeholder involvement and participation influence sustainability of donor funded projects	Stakeholder involvement and participation	Presence of all stakeholder representative in the committee	Number of stakeholders involved	Ordinal	Questionnaire/Interview schedule	Descriptive statistics
To determine the extent to which human capacity building influences sustainability of donor funded projects	Human Capacity building	Training of beneficiaries on technical skills	Number of beneficiaries trained	Ordinal	Questionnaire/Interview guide	Descriptive statistics
		Presence of local committee in charge of project oversight	Number of community members in the committee			
		Frequency of trainings	Number of trainings			

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The researcher in this chapter discusses the results of the process of data analysis. And presents the background information of the respondents, an analysis of the cost of living and its effects on project sustainability, project monitoring and evaluation, involvement and participation of stakeholders, human capacity building and the benefits of the projects to the population as well as stakeholder engagement.

#### 4.2 Return rate

The researcher administered 92 questionnaires of whom 75 were duly filled which represent 82% which was good. All the filled questionnaires furthermore, had valid information. On the other hand, 8 out of 17 interviews materialized whereby the researcher obtained responses from 8 Settlement Executive Committee members

#### 4.3 Background information

The background information sought by the researcher included; gender, age, marital status and highest level of education achieved by the respondents. The researcher sought to understand the gender distribution of the respondents in the study sample and presented the results in Table 4.1

**Table 4.1: Distribution of respondents by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	54	59%
Female	38	41%
<b>Total</b>	<b>96</b>	<b>100%</b>

It was established that most of the respondents in the study were male. This was represented by 59% of the total valid sample while female respondents were 41% of the total valid sample size.

The researcher also sought to establish the distribution of the respondents according to different age groups. The results are presented in Table 4.2

**Table 4.2: Distribution of Respondents by Age**

<b>Age group</b>	<b>Frequency</b>	<b>Percentage</b>
Below 25 years	13	14%
26-35 years	25	27%
Above 36 years	54	59%
<b>Total</b>	<b>6</b>	<b>100%</b>

It was established that most of the respondents were above 36 years. This was represented by 59% of the total valid sample size. Those aged between 26 and 35 years were 27% while those aged below 25 years were 14% of the total valid sample size.

The researcher sought to establish the marital status of the respondents in the study. As presented in Table 4.3 below, most of the respondents were married. This was recorded in a total of 50 respondents. Respondents who were single were 31, those who had divorced were 6 while those who were widowed were 5.

**Table 4.3: Distribution of respondents by marital status**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	31	34.4%
Married	50	54.2%
Divorced	6	6.3%
Widowed	5	5.2%
<b>Total</b>	<b>96</b>	<b>100%</b>

The respondents were also required to indicate their highest level of education. Their responses were presented in Table 4.4

**Table 4.4: Distribution of respondents by the highest level of education**

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
O-level	23	26%
Certificate	23	26%
Diploma	42	43.8%
Bachelor's degree	4	4.2%
<b>Total</b>	<b>96</b>	<b>100%</b>

The findings showed that most of the respondents had diploma level of education. This was noted in 42 respondents with 4 having bachelor's degree, 23 having certificate level while 23 having achieved O-level.

#### **4:4 Cost of living and sustainability of donor funded projects**

This section provides data on cost of living which includes rate of inflation, amount of income and the family size.

##### **4:4.1 Factors associated with cost of living in donor funded projects**

The researcher identified several factors associated with cost of living and requested respondents to rate their level of agreement on how these factors affected sustainability of donor funded projects. The results are presented in table 4.6

**Table 4.5: Rating of factors associated with cost of living in donor funded projects**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Rate of inflation	3.1%	12.5%	21.9%	37.5%	25%
Amount of income	5.2%	14.6%	43.8%	30.2%	6.3%
Family size	5.2%	17.7%	21.9%	36.5%	18.8%

It was established that rate of inflation as a factor associated with cost of living of the people had an effect on sustainability of donor funded projects. This was according to a cumulative 62.5% of the respondents who were in agreement, with a cumulative 15.6% disagreeing and 21.9% expressing neutral opinion. With regard to the amount of income as a factor associated with the cost of living of the people, a cumulative 36.5% were in

agreement, 19.8% disagreed while the majority (43.8%) expressed neutral opinion. A cumulative 55.3% of the respondents agreed that family size as a factor associated with the cost of living had an effect on sustainability of donor funded projects with a cumulative 22.9% disagreeing while 21.9% being neutral.

From this observation, it was noted that rate of inflation was the most dominant or the most observed factor associated with cost of living of the people and subsequently, played a key role in the whole discipline of sustainability of donor funded projects. Amount of income was noted as the least appearing factor. However, in general, the study noted that factors associated with cost of living – rate of inflation, family size and amount of income had an effect on sustainability of donor funded projects. It was necessary to corroborate findings on the effects of factors associated with cost of living on donor funded projects and the general view of the respondents regarding the effects of cost of living of the people on the sustainability of donor funded projects. The results of this enquiry are presented in Table 4.7

**Table 4.6: Cost of living and sustainability of donor funded projects**

	<b>Frequency</b>	<b>Percentage</b>
Yes	71	74%
No	25	26%
<b>Total</b>	<b>96</b>	<b>100%</b>

From the data collected, it was established that cost of living of the people influenced the sustainability of donor funded projects. This was according to 74% of the respondents who were positive while 26% felt that cost of living did not influence sustainability of donor funded projects. The researcher noted that this findings are coherent to the earlier findings of this study which suggested that factors associated with cost of living affected donor funded projects.

It was further noted by the respondents that when their cost of living is high, they tend to demand for way too much from donor funded projects so as to fill the finance gap and reduce their expenditure. In turn, some projects run out of funding due to such constraints

and the results is the ceasing of such projects. Similarly, lower cost of living was noted to motivate the sustainability of projects as projects would run efficiently and effectively without too much pressure on its resources.

Similar sentiments were echoed by Settlement Executive Committee members, one who noted that;

*‘High cost of living pushes our people to be dependent on projects for everything and this results in straining of the project resources and facilities. This can easily deplete these resources and then we shall have nothing like sustainability’.*

One other member quipped;

*“A project will always suffer and struggle if it is in an environment where the general cost of living is high. So for me I associate cost of living of the people or area with sustainability of the project”.*

In this regard, it was established that cost of living was a factor that could not be ruled out of the equation involving sustainability of donor funded projects. As reiterated by the respondents, high cost of living was congruent to diminishing chances of a project being sustainable.

#### **4.5 Project monitoring and evaluation**

Monitoring and evaluation of a project is a key factor embedded in the sustainability of all projects. This study was crucial so as to establish whether monitoring and evaluation was carried out fully during the entire project and whether factors of monitoring and evaluation came out into play during the process. The results are presented in Table 4.7.

**Table 4.7: Rating of factors affecting project monitoring and evaluation in donor funded projects**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Involvement of community members in M&E	12.5%	19.8%	19.8%	25%	22.9%
Frequent consultation with community members	5.2%	13.5%	18.8%	30.2%	32.3%
Use of internal evaluators	13.5%	6.3%	20.8%	38.5%	20.8%
Use of external evaluators	3.1%	13.5%	29.2%	39.6%	14.4%

As evidenced from table 4.7, a cumulative 47.9% were in agreement that there was the involvement of community members in the M & E process, with a cumulative 32.3% being in disagreement and 19.8% expressing neutral opinion. There was frequent consultations with community members according to a cumulative 62.5%, with a cumulative 18.7% disagreeing and 18.8% being neutral. A cumulative 59.3% were in agreement that there was the use of internal evaluators with a cumulative 19.8% disagreeing and 20.8% being neutral. On the other hand, a cumulative 54% were in agreement that there was the use of external evaluators with a cumulative 18.6% disagreeing and 29.2% being neutral.

In this study, the researcher noted that in regards to project sustainability, many of the projects involved frequent consultation with community members more as compared to the other factors. She also noted that there was less involvement of community members in M & E process. However, in general, it was observed that there was observance of monitoring and evaluation factors associated with donor funded projects to a great extent.

In contrast, Settlement Executive Committee members noted that they gave primacy to involving members of the community in M & E simply because project performance and sustainability would be best monitored from the perspective of those the projects targeted. Additionally, they noted that there was extensive use of both internal and external evaluators as external evaluators corroborated whatever the internal evaluators came up with. This showed that there was observance of M & E practices for the projects.



#### 4.5.1 Monitoring and Evaluation throughout the Project Process

The researcher sought to find out whether the monitoring and evaluation process were carried out throughout the lifecycle of the project and the results are shown in table 4.8

**Table 4.8: Project monitoring and evaluation and project life cycle**

	Frequency	Percentage
Yes	56	58%
No	40	42%
<b>Total</b>	<b>96</b>	<b>100%</b>

From the data collected, it was established that project monitoring and evaluation was fully carried out during the entire project process. This was according to 58% of the respondents, with 42% noting that project monitoring and evaluation was not carried out fully. With cases of projects not being fully monitored and evaluated, the study observed that project sustainability could not be assured due to this discrepancy in the whole project implementation process. Respondents noted that monitoring and evaluation was done through periodic evaluation of set goals and targets, with key performance indicators being monitored and evaluated. Respondents noted that project implementers from time to time collected data from the targeted population to inform their evaluation processes.

On their part, most of the Settlement Executive Committee members noted that project monitoring was fully carried out as it was part and parcel of the project implementation process. Members noted that within the committee, teams tasked with monitoring and evaluation conducted monitoring and evaluation exercises and prepared periodic reports on the same, reports which were presented and discussed both internally and with the project donors.

#### 4.5.2 Project monitoring and evaluation and sustainability of donor funded projects

The researcher thereafter sought to find out whether project monitoring and evaluation influenced the sustainability of donor funded projects. From the data collected during the

study, it was established that project monitoring and evaluation influenced sustainability of donor funded projects. This was as responded to by 65% of the respondents with 35% noting that monitoring and evaluation did not influence project sustainability in donor funded projects. Table 4.9 illustrates this observation.

**Table 4.9: Project monitoring and evaluation influencing project sustainability**

	Frequency	Percentage
Yes	62	64.6%
No	34	35.4%
<b>Total</b>	<b>96</b>	<b>100%</b>

Respondents noted that monitoring and evaluation gave the project implementers insights in to the successes that the projects had achieved while at the same time, pointing out the challenges and weaknesses that needed to be addressed. It was through such activities that the projects were strengthened and given fresh breath, processes that respondents thought would enhance the sustainability of the projects.

These sentiments were echoed by Settlement Executive Committee members, one who noted that;

*“We take monitoring and evaluation very serious as it gives us important facts and statistics on what we have achieved, what we have not achieved, our failures and challenges as well as what people want to be done. It is through such facts that projects are bettered and improved. As you can tell, such activities directly relate to project sustainability because once you know the challenges and weaknesses, you work on them, then the project continues to grow”.*

Therefore, the researcher established that monitoring and evaluation was carried out fully in the projects. Additionally, the respondents were positive that monitoring and evaluation influenced project sustainability.

#### **4.6: Involvement and participation of stakeholders**

Different stakeholders being involved in a project and actively taking part in the project is deemed to enhance chances of project sustainability. The researcher sought to find out

respondents' views on the different aspects of stakeholder involvement and participation in donor funded projects. The results are presented in table 4.10

**Table 4.10: Aspects of stakeholder involvement and participation in donor funded projects**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Presence of all stakeholder representative in the project committee	20.8%	8.3%	17.7%	35.4%	17.7%
Participation of stakeholder representatives in project management process	17.7%	0%	27.1%	36.5%	18.8%
Involvement and consultations with all stakeholders in all project stages	29.2%	8.3%	8.3%	37.5%	16.7%

From the data collected, it was established that a cumulative 53.1% of the respondents were in agreement that there was presence of all stakeholder representatives in the project committee with 39.1% disagreeing and 17.7% being neutral. A cumulative 55.3% were in agreement that there was the participation of stakeholder representatives in the project management process with 17% disagreeing and 27.1% being neutral. Additionally, a cumulative 54.2% of the respondents agreed that there was involvement and consultations with all stakeholders in all project stages with a cumulative 37.5% disagreeing and 8.3% expressing neutral opinion.

The researcher therefore observed that not only did the projects involve all the stakeholder representatives but also enabled the full participation of the stakeholder representatives in the project management process. Therefore, in general, it was noted that there was involvement and participation of all stakeholders through their representatives in the whole project phases of the donor funded projects.

Settlement Executive Committee members noted that they gave primacy to the involvement of different stakeholders in the project management process so as to have everyone on board. One of the members noted;

*“We not only allow stakeholders to be involved in projects but we also ensure that each one of them plays a role in the process, be it design, implementation,*

*monitoring and evaluation, budget, mobilization and so on. If they are involved and they do not participate, then it will be of no use to the project as they will become a burden”*

One other member noted that;

*“We consult a lot, that I cannot deny, because these projects are multi-dimensional and therefore, we consult with the community, stakeholders and other professionals because we want to have all people on board.”*

The researcher further sought to establish whether stakeholder involvement and participation influenced sustainability of donor funded projects. The results are presented in Table 4.11

**Table 4.11: Stakeholder involvement and participation and project sustainability**

	<b>Frequency</b>	<b>Percentage</b>
Yes	69	71.9%
No	27	28.1%
<b>Total</b>	<b>96</b>	<b>100%</b>

From the data collected, it was established that stakeholder involvement and participation influenced the sustainability of donor funded projects. This was according to 72% of the respondents with 28% noting that stakeholder involvement and participation did not influence sustainability of donor funded projects. The researcher also noted that these findings corroborated with findings earlier in the study that aspects related to stakeholder involvement were important for success of donor funded projects and as such, to maintain sustainability of donor funded projects, stakeholders need to be involved in the whole process while at the same time, participating in the different activities of the projects.

Reasons given by respondents include the fact that having different stakeholders involved and actively participating creates a pool of knowledge, expertise as well as human capital. All this when brought together, challenges arising from projects are easily addressed in full while new knowledge is created to improve the project. Additionally

having stakeholders who participate in projects reduces some costs such as hiring of professionals and experts to consult for the projects.

These sentiments were also shared in equal measure by Settlement Executive Committee members, one who noted that;

*“Having stakeholders on board for us is a good thing for project sustainability because we know we have a bigger pool of knowledge and experts, hence, we can get insights from them about how to improve the project. Also, having all stakeholders on board enables means the project is supported by many people and thus, no chances of rejection. This is a sure bet of the project being sustainable”*

The researcher noted that having stakeholders on board and ensuring their full participation in the projects results in project sustainability as stakeholders bring in a new wave of knowledge and skills and acceptance of the project and thus, higher chances of the project being sustainable.

#### **4.7: Human capacity building**

The researcher sought to find out whether the process of human capacity building was fully carried out before the implementation of projects and whether this factor has any influence on the sustainability of donor funded projects. The results are presented in Table 4.12

**Table 4.12: Human capacity building being carried out before project implementation**

	<b>Frequency</b>	<b>Percentage</b>
Yes	58	60.4%
No	38	39.6%
<b>Total</b>	<b>96</b>	<b>100%</b>

As shown in Table 4.12, most of the respondents were positive that the process of human capacity building was fully carried out before the implementation of projects. This was recorded in 60% of the respondents with 40% noting that the process was not fully

carried out. Settlement Executive Committee members on the other hand also noted that human capacity building was carried out adequately.

Consequently, through this study, the researcher sought to understand how respondents viewed certain factors associated with human capacity development in donor funded projects. The results are presented in table 4.13

**Table 4.13: Aspects of human capacity building in sustainability of donor funded projects**

	SD	D	N	A	SA
Presence of a local committee in charge of the project	12.5%	21.9%	25%	22.9%	17.7%
Active involvement of local committee members in project management	26%	6.3%	13.5%	32.3%	21.9%
Training of community members on technical skills of maintaining a project	19.8%	6.3%	22.9%	45.8%	5.2%

From the data collected, a cumulative 40.6% were in agreement that there was the presence of a local committee in charge of the project with a cumulative 34.4% disagreeing and 25% being neutral. A cumulative 54.2% were in agreement that there was active involvement of local committee members in project management with a cumulative 32.3% being in disagreement and 13.5% expressing neutral opinion. According to a cumulative 51% of the respondents were in agreement that there was training of community members on technical skills of maintaining the project with a cumulative 26.1% disagreeing and 22.9% being neutral.

From the findings, it was observed that there was not only the presence of local committees in charge of the project but also the active participation of these committee members in project management. In general, the researcher noted that there was observance of factors embedded in human capacity building in these donor funded projects.

Settlement Executive Committee members noted that there was intense training of members of the community as well as project administrators and local committees. This was viewed as a way of improving knowledge on the project and creating awareness on both the short term and long term benefits and engagements of the project. These groups were not only trained, but also involved in the projects where they actively took part in different stages of the projects

The researcher sought to establish whether human capacity building influenced sustainability of donor funded projects. The results of the responses are presented in Table 4.13

**Table 4.14: Human capacity building and project sustainability**

	<b>Frequency</b>	<b>Percentage</b>
Yes	57	59.4%
No	39	40.6%
<b>Total</b>	<b>96</b>	<b>100%</b>

From the data collected, it was established that human capacity building influenced sustainability of development projects. This was as recorded by 59% of the respondents with 41% noting that human capacity building does not influence sustainability of donor funded projects. Respondents noted that when the community members are trained on the importance of the project and how to run the project, even with the exit of project designers and implementers, projects still go on uninterrupted. This is so because besides the knowledge on the project, taking part in activities of the project equips them with the skills to manage and run the projects.

Settlement Executive Committee members were in agreement that human capacity building influenced project sustainability. This was through the knowledge, skills and exposure to the aspects of the projects. Members of the community conversant with the projects being trained ensured that the project life continued long after the exit of the donors and project implementers. One of them noted;

*“As long as the human capacity is well built through training, exposure and equipping, we are sure the projects will continue even when the donors move out”.*

One other member noted that;“*when we are trained, we have the skills within our populations, the exposure to the activities required, knowledge and we are assured of support in any case. This makes us confident that the projects will go on to sustainability*”

**4.7.1: Project benefits**

Projects are designed to yield varied benefits to the intended population. Therefore, through this study, the researcher sought to find out whether the donor funded project had yielded any benefits to them. The results are presented in Table 4.15

**Table 4.15: Project being beneficial to the people**

	<b>Frequency</b>	<b>Percentage</b>
Yes	53	55.2%
No	43	44.8%
<b>Total</b>	<b>96</b>	<b>100%</b>

From the data collected, it was established that the project was beneficial to most of the people. This was as recorded by 55% of the population with 45% noting that the project had not been beneficial. Similarly, Settlement Executive Committee members were positive and confident that the project had yielded even the unforeseen benefits to the community

The researcher sought to establish whether other external factors like government support, donor roles, Project leadership and government legislations may have influenced the project and the results are depicted in table 4.16

**Table 4.16: Effect of stakeholder factors associated with sustainability of donor funded projects**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Government support	24%	12.5%	30.2%	17.7%	15.6%
Project leadership	35.4%	10.4%	19.8%	18.8%	15.6%
Government legislations	29.2%	3.1%	16.7%	34.4%	16.7%
Donor roles	24%	8.3%	27.1%	25%	15.6%



Through the study it was established that a cumulative 33.3% of the respondents agreed that government support was a factor that affected donor funded projects with a cumulative 36.5% disagreed with 30.2% being neutral. A cumulative 34.4% were in agreement that project leadership was a factor that affected sustainability of donor funded projects with a cumulative 45.8% disagreeing and 19.8% expressing neutral opinion. Government legislations were cited by a cumulative 51.1% with a cumulative 32.3% disagreeing and 16.7% expressing neutral opinion. A cumulative 40.6% were in agreement that donor roles affected sustainability of donor funded projects with a cumulative 32.3% disagreeing and 27.1% being neutral. The study observed that government legislation was the most focused on factor followed by donor roles in terms of affecting sustainability of donor funded projects.

#### **4.8 Pearson coefficient of Correlation**

To establish the relationship between the variables the researcher performed a Pearson correlation and the results presented in table 4.17.

**Table 4.17: Coefficient of Correlation**

		cost of living score	Monitoring and Evaluation score	Stakeholders involvement score	Human capacity building score
cost of living score	Pearson Correlation	1	.268**	.203*	.203*
	Sig. (2-tailed)		.008	.047	.047
	N	96	96	96	96
Monitoring and Evaluation score	Pearson Correlation	.268**	1	.385**	.097
	Sig. (2-tailed)	.008		.000	.346
	N	96	96	96	96
Stakeholders involvement score	Pearson Correlation	.203*	.385**	1	.112
	Sig. (2-tailed)	.047	.000		.277
	N	96	96	96	96
Human Capacity Building score	Pearson Correlation	.203*	.097	.112	1
	Sig. (2-tailed)	.047	.346	.277	
	N	96	96	96	96

From the results above it was established that there was a positive correlation between cost of living, monitoring and evaluation, involvement and participation and lastly capacity building. This positive relationship was significant at 95 percent confidence level. The results indicate an improvement in either of the tribute causes the other corresponding variable to relate positively.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATION**

**5.1 Introduction**

The researcher in this chapter presented a discussion of the findings of the study. The researcher discussed cost of living, project monitoring and evaluation, involvement and participation of stakeholders, human capacity building and project benefits to the community and stakeholder engagement.

**5.2 Summary of the findings**

The researcher established that the cost of living of the respondents affected the project and it had an impact on projects in the sense that higher cost of living of the respondents had negative effects on the project, in some cases, making the project expensive due to increased demands from the people. Through the study, it was also noted that the process of monitoring and evaluation was fully carried out during the entire process of project life both the external and internal evaluators were engaged in the process, the local community members were involved in the process. The researcher also noted that all the stakeholders were involved in the running of the project, there was a representative of all stakeholders in the project implementation committee and there were frequent consultations among all the stakeholders during different stages of project implementation. Human capacity building was noted to have been performed well by the project managers and the local settlement committee by training the community members on technical skills of maintaining a project.

**5.3 Discussion**

The researcher established that the cost of living of the beneficiary group affects the sustainability of the project. From this observation, it was noted that rate of inflation was the most dominant factor associated with cost of living of the people with 62% of the respondents agreeing and this subsequently, played a key role in the whole discipline of sustainability of donor funded projects. Amount of income was noted as the least appearing factor. However, in general, the researcher noted that factors associated with cost of living – rate of inflation, family size and amount of income had an effect on

sustainability of donor funded projects. Many respondents agreed that cost of living actually affected the sustainability of that donor funded project and the percentage of agreement is 74 % whereas the contrary opinion is 26%.

The researcher established that project monitoring and evaluation was fully carried out during the entire project process with 58% of respondents agreeing and 42% disagreeing. With cases of projects not being fully monitored and evaluated, the study observed that project sustainability could not be assured due to this discrepancy in the whole project implementation process. Through the findings, it was found out that monitoring and evaluation was done through among others, periodic evaluation of set goals and targets, with key performance indicators being monitored and evaluated. The researcher noted that in regards to project sustainability, many of the projects involved frequent consultation with community members with 62% level of agreement which is more as compared to the other factors. It was realized that there was extensive use of both internal and external evaluators as external evaluators corroborated whatever the internal evaluators came up with. This showed that there was observance of M & E practices for the projects. The researcher established that project monitoring and evaluation influenced sustainability of donor funded projects, this was realized through 65% of the respondents with the same view whereas 35% hold contrary opinion. Monitoring and evaluation gave the project implementers insights in to the successes that the projects had achieved while at the same time, pointing out the challenges and weaknesses that needed to be addressed. It was through such activities that the projects were strengthened and given fresh breath, processes that respondents thought would enhance the sustainability of the projects.

The researcher established that the projects involved all the stakeholder representatives but to a small extent this is characterized by the smaller percentage of 16.9% the respondents who are in agreement with the same against 29.2% of the respondents who thought that proper involvement and consultations with all stakeholders was done in all project. Full participation of the stakeholder representatives in the project management process was another critical issue which came out as done but not up to the standard. 19% of the respondents agree that participation was done properly while 18% think otherwise and the rest are undecided. Therefore, in general, it was noted that there was involvement

and participation of all stakeholders through their representatives in the whole project phases of the donor funded projects but to a small extent. It was also established that stakeholder involvement and participation influenced the sustainability of donor funded projects. This is depicted by 72% of the respondents agreeing that stakeholder involvement and participation truly influences sustainability of donor funded projects whereas 28% are of a contrary opinion. Having different stakeholders involved and actively participating creates a pool of knowledge, expertise as well as human capital. All this when brought together, challenges arising from projects are easily addressed in full while new knowledge is created to improve the project. Additionally having stakeholders who participate in projects reduces some costs such as hiring of professionals and experts to consult for the projects. Having stakeholders on board and ensuring their full participation in the projects results in project sustainability as stakeholders bring in a new wave of knowledge and skills and acceptance of the project and thus, higher chances of the project being sustainable.

Through the research findings, it was established that the process of human capacity building was fully carried out before the implementation of projects this is according to 60% of the respondents whereas 40% did not agree on the same. The study observed that there was not only the presence of local committees in charge of the project but also the active participation of these committee members in project management. In general, the study noted that there was observance of factors embedded in human capacity building in these donor funded projects. This was viewed as a way of improving knowledge on the project and creating awareness on both the short term and long term benefits and engagements of the project. These groups were not only trained, but also involved in the projects where they actively took part in different stages of the projects. Human capacity building influenced sustainability of development projects according to 60% of the respondents while 40% have a different opinion. When the community members are trained on the importance of the project and how to run the project, even with the exit of project designers and implementers, projects will still go on uninterrupted. This is so because besides the knowledge on the project, taking part in activities of the project equips them with the skills to manage and run the projects.

## **5.4 Conclusion**

The researcher came to a conclusion that the cost of living of the people had an effect on donor funded projects. In most of the instances, high cost of living was associated with failure of projects. Factors associated with cost of living – rate of inflation, family size and amount of income had an effect on sustainability of donor funded projects. In general, the study concluded that cost of living influenced sustainability of donor funded projects.

It was noted that in regards to project sustainability, many of the projects involved frequent consultation with community members more as compared to the other factors. It was realized that there was extensive use of both internal and external evaluators. The study therefore concluded that project monitoring and evaluation was a key factor in the sustainability of donor funded projects and that observance of factors associated with monitoring and evaluation was a recipe for ensuring project sustainability.

The research scholar noted that there was involvement and participation of all stakeholders through their representatives in the whole project phases of the donor funded projects but not up to the standard. The research thus concluded that involvement of stakeholders and their active participation is key to ensuring sustainability of donor funded projects. This was viewed as a way of bringing everyone on board and promoting project acceptance.

It was observed that there was not only the presence of local committees in charge of the project but also the active participation of these committee members in project management. In general, the study noted that there was observance of factors embedded in human capacity building in these donor funded projects. The study therefore concluded that human capacity building influenced sustainability of donor funded projects. This was so because human capacity building created knowledge, skills and exposure that ensured continuity of projects even after donors exit.

## **5.5 Recommendations**

The researcher recommended that;

Before projects are implemented, an analysis of the cost of living should be carried out and if possible, consultations on how to lower this cost of living be made and

implemented so as to avert the negative effects of cost of living on the sustainability of donor funded projects.

Through these research findings, it is also recommended that project monitoring and evaluation should be strictly observed as an integral part of project implementation, with the use of both internal and external evaluators. This would bolster the project statistics and avail crucial information which can be used to make the project a greater success.

The researcher further recommended that stakeholders from far and wide should be not only involved in projects but also take an active role in the affairs of the projects. This is so because having different stakeholders on board creates a pool of knowledge, skills, expertise and experience that not only critic the project positively but also contribute to the betterment of the project.

The researcher finally advised that project managers should invest in human capacity building especially among community members who are directly involved in running of projects. This was found important as project will have a continuous flow of managers and experts who not only create awareness but also ensure continuity of the projects ever after.

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## APPENDICES

### **Appendix 1: Questionnaire for community members and project manager on sustainability of donor funded projects.**

This questionnaire is designed to gather information on the factors influencing sustainability of donor funded projects in Kibra constituency, Nairobi County. The study is being carried out for a research project in partial fulfillment of the requirements of the award of degree of Master of Arts in Project Planning and Management at the University of Nairobi. The information in the questionnaire will be treated with absolute confidentiality and at no instance will the name of the respondent or that of the organization he/she represents be mentioned in the research nor will the information provided be used for any purpose other than for this research.

#### **SECTION A: RESPONDENTS PROFILE**

Please tick the appropriate box to indicate the answer.

1. Please indicate your gender

Male [ ]

Female [ ]

2. Kindly indicate your Age

Below 25 years [ ]

26-35 years [ ]

36 years and above [ ]

3. Please indicate your Marital status

Single [ ]

Married [ ]

Divorced [ ]

Widowed [ ]

4. Tick against your Highest level of education attained O- level [ ]

Certificate [ ]

Diploma [ ]

Bachelor Degree [ ]

Master's Degree [ ]

**SECTION B: COST OF LIVING**

5. Did your cost of living affect this project?

Yes [  ]

No [  ]

6. How would you rate the following factors as the reasons behind cost of living in donor funded projects using the below scale: **SA**- Strongly Agree, **A**- Agree, **D**-

No	Factors	SA	A	D	SD	U
A	Rate of inflation					
B	Amount of Income					
D	Family Size					
E						

Disagree, **SD**- Strongly Disagree and U- Undecided.

7. In your opinion does cost of living influence sustainability of donor funded projects?

Yes [  ]

No [  ]

If yes Explain.....

.....  
 .....

**SECTION C: PROJECT MONITORING AND EVALUATION(PROJECT MANAGER)**

8. Was the Project Monitoring and Evaluation fully carried out during the entire project process

Yes [  ]

No [  ]

If yes Explain.....  
 .....  
 .....

9. In your opinion, do what extent does the following factors affect project monitoring and evaluation in donor funded projects? Use the below scale: **SA-** Strongly Agree, **A-** Agree, **D-** Disagree, **SD-** Strongly Disagree, and **U-** Undecided.

No	Factors	SA	A	D	AD	U
A	Involvement of community members in project M&E					
B	Frequency of consultations with community members					
C	Use of internal evaluators					
D	Use of external evaluators					

10. In your opinion does project monitoring and evaluation influence sustainability of donor funded projects?

Yes [    ]

No [    ]

If yes Explain.....  
 .....

**SECTION D: INVOLVEMENT AND PARTICIPATION OF STAKEHOLDERS**

11. Indicate the rate at which the following factors contribute to stakeholder involvement and participation in donor funded projects using below scale: **SA-** Strongly Agree, **A-** Agree, **D-** Disagree, **SD-** Strongly Disagree, and **U-** Undecided.

No	Factors	SA	A	D	SD	U
A	Presence of all stakeholder representative in the project committee					
B	Participation of stakeholder representatives in project management process					
C	Involvement and consultations with all stakeholders in all project stages					

12. Does stakeholder involvement and participation influence sustainability of donor funded projects?

Yes [    ]

No [    ]

If yes Explain.....  
 .....

**SECTION E: HUMAN CAPACITY BUILDING**

13. Was the process of human capacity building fully carried out before the implementation of this project?

Yes [    ]

No [    ]

14. Please indicate the level of agreement with the following aspects of human capacity building in sustainability of donor funded projects. Use a scale of **SA**- Strongly Agree, **A**- Agree, **D**- Disagree, and **SD**- Strongly disagree, **U**- Undecided.



No	Factors	SA	A	D	SD	U
A	Presence of a local committee in charge of the project					
B	Active involvement of local committee members in project management					
C	Training of community members on technical skills of maintaining a project					

15. Does human capacity building influence Sustainability of donor funded projects?

Yes [ ]

No [ ]

If yes Explain.....

.....

### SECTION F: GENERAL QUESTIONS

16. Do you think the project benefited you?

Yes [ ]

No [ ]

17. In your opinion to what extent do the following factors affect the sustainability of donor funded projects? Use a scale of: **SA**- Strongly Agree, **A**- Agree, **D**- Disagree, **SD**- Strongly Disagree, and **U**- Undecided.

No	Factors	SA	A	D	SD	U
A	Government support					
B	Project Leadership					
C	Government legislations					
D	Donor roles					

### APPENDIX II

### RESEARCH PERMIT



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

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NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/75402/21963**

Date: **21<sup>st</sup> March, 2018**

Winnie Chepchirchir Koech  
University of Nairobi  
P.O Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Factors influencing sustainability of donor funded projects in Kenya: A case of Kibera Slum Upgrade Initiative in Nairobi County,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **20<sup>th</sup> March, 2019.**

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

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

  
**DR. STEPHEN K. KIBIRU, PhD.**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.