

**INFLUENCE OF MANAGERS' STRATEGIES ON SUSTAINABILITY OF
DONOR FUNDED COMMUNITY BASED GIRL CHILD SUPPORT
PROJECTS IN KENYA – A CASE OF GIRL CHILD SUPPORT CBO
PROJECTS IN KILIFI COUNTY, GANZE SUB-COUNTY, KENYA**

PHYLISS CHIBAYI ALOMBA

**A research Project Submitted in Partial Fulfillment of the Requirements for the
award of the Degree in Master of Arts in Project Planning and Management, the
University of Nairobi**

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DECLARATION

This research project is my original work and has not been presented to any other examination body for the award of a Master's degree in any other university.

.....
PHYLISS CHIBAYI ALOMBA

L50/87054/2016

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

.....
PROF. URSULLA ACHIENG OKOTH

ASSOCIATE PROFESSOR

SCHOOL OF EDUCATION

UNIVERSITY OF NAIROBI

DEDICATION

This research project is in memory of my late mother Beatrice O. Alomba and dedicated to my beloved son Ryan Gabriel Alomba.

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ABBREVIATIONS

CBO	Community Based Organizations
CSR	Corporate Social Responsibility
FAO	Food and Agriculture Organization
GIZ	German International Corporation
IFC	International Finance Corporation
ILO	International Labour Organization
NG-CDF	National Government Constituencies Development Fund
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Corporation and Development
P.M	Project Manager
PMI	Project Management Institute
PLWD	People Living With Disability
UK	United Kingdom
UoN	University of Nairobi
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNSR	United Nations Special Rapporteur
USA	United States of America
WCED	World Commission on Environmental Development
WHO	World Health Organization

ABSTRACT

The purpose of this study was to assess influence of Managers' strategies on the sustainability of donor funded CBO projects in Ganze Sub-County. Sustainability of donor funded Community Based Organization (CBO) projects has become a growing concern around the world. In Kenya, most CBO Projects both in rural setup and urban informal settlement do not implement projects beyond donor funding period. The study's objectives were; to determine the extent at which resource mobilization strategy by CBO managers affects sustainability, to establish the extent to which building the capacity of CBO managers in management dimensions affects sustainability of CBO projects and finally to assess the extent to which beneficiary involvement strategy by CBO managers in project management stages affects sustainability of CBO projects in Ganze Sub-County. A descriptive survey design was adopted. The target population was 170 comprising of 65 CBO projects' managers, 12 Donor agency representatives and 93 CBO project beneficiaries. The 156 participants were randomly sampled; 58 CBO project managers in the categories of top tier, middle tier and lower tier, 8 donor agency representatives and 90 CBO projects beneficiaries. The researcher used a questionnaire and an interview guide. Quantitative data was sorted, keyed in the Statistical package for social science (SPSS) and analyzed to calculate the means, and percentages and thematic content analysis was used for qualitative data. The study found out that sustainability of donor funded CBOs projects depended on the managers' resource mobilizing strategy. The results show that managers adopted several resource mobilization strategies, however, CBO projects can be sustainable with funds mobilized locally even though they depended on international donor funding strategy. This study also found out that building the capacity of managers in project management positively enhanced projects' sustainability. Additionally, the sustainability of donor funded CBO projects is enhanced by the involvement of beneficiaries in design, planning, implementation, monitoring and evaluation. In conclusion, indeed managers' mobilization of funds, capacity building and involvement of beneficiaries ensure the sustainability of donor funded CBO projects. The study recommends that community members need to be involved more in project planning and development to increase the sustainability of the donor-funded community based projects in the sub-county. Besides, the researcher recommends that community members need to be targeted for training so as to maintain the donor funded community based projects performance after completion. The researcher suggests a study on the managers' strategies in sustainability of donor funded CBO projects in other regions and urban set-up.

CHAPTER ONE: INTRODUCTION

1.1 Background to the study

There is a considerable amount of resources spent implementing Community-Based Organization projects globally. However, there is growing concern that these projects get discontinued soon after initial funding ends, (Seppey, Ridde, Toure and Coulibaly, 2017). In recent years, projects sustainability has been an issue of growing concern, both in Kenya and other developing countries around the world. World Bank has defined sustainability as ensuring full participation by every stakeholder through ensuring information sharing, consultation between service provider and user, shared control over decision making and empowerment with the aim of the facilitator not fully losing control over community projects and allowing the community members gain ownership of the projects (World Bank, 2014). Other literatures have described sustainability as the ultimate test of the development efforts worldwide. Sustainability has to be argued in terms of provision of basic needs both to the present and future generation. It is linked to increasing the material standards of living of the poor at the grassroots. It also has to be linked to the long term effects of a CBO project, the long-term mutual interdependence in resource availability, quality of service and stable economic independence. Sustainability has therefore to be felt across the demographics and should be aimed at improving the lives of project beneficiaries beyond donor funding (Hofisi, 2013).

The aim of sustainability is to take actions that will not negatively affect future generations (Lenssen *et al.*, 2013). It is actually defined as meeting the needs of the current without compromising the future generations' ability to meet needs of their own. One way of measuring sustainability of any CBO is therefore through the impact caused on the community, and in this case, the positive impact. One major impact is the eradication of poverty in all its forms everywhere, a sentiment that can be traced back in 2015 which was the number one agenda of the Sustainable Development Goals (SDG) as it was adopted by world beneficiaries at the UN Headquarters in Geneva. This can only be achieved through the prudent financial management by the CBOs.

Attention to the long-term viability of these community based organization projects is therefore likely to increase across the world, as policy makers and funders become increasingly concerned with allocating limited resources effectively and efficiently

especially in Africa. Half of the Kenya National budget of about 3 trillion Kenya shillings goes to community development activities but a growing concern is the sustainability of these programs (Te Velde *et al.*, 2008).

It has been therefore evident that community based organizations are guided by the ultimate goal which is to improve the living standards of the communities in question and therefore they implement projects addressing issues in healthcare, education, environmental, helping in building sustainable democracies, resolving conflicts, understanding of good citizenship and governance and issues on human rights. More often, these programs are designed as seed-funded or pilot or demonstration programs, the primary focus of many community based programs has originally been on achieving program effectiveness, and fulfilling the needs of the funders while the long-term viability or sustainability of potentially successful programs has been one greatest concern, (Kuria & Wanyoike, 2016). In quantitative measurement, sustainability should ensure increase in food supply, real income among the participants, educational and or healthcare service provision as well as water and sanitation projects implemented beyond donor funding period.

It is apparent that without these quantitative outcomes being realized, many of these projects become unsustainable due to a variety of reasons such as technical, social, cultural, community dynamics and management issues as far as Africa is concerned. After completion of a project, post-project evaluation should take place as a way of checking on self-reliance on the community's part. A post-project evaluation should be carried out several years after a project's rollout in order to come up with a valid judgment as to the benefits' aspect and the sustainability assessment (Chapman, 2016).

It is evident that millions of dollars have been channeled to low- and middle-income countries to support implementation of development projects, with little or even no impact. Poverty in these low- and middle-income countries continues to be a major concern. There is need therefore for beneficiaries from these countries to put in place policies that will regulate the emerging CBOs and ensure they use these funds to initiate sustainable projects that will help reduce the poverty levels. South Africa for example is one of the biggest beneficiaries of the donor funding for CBO projects. It is estimated that Sweden contributed U.S Dollars 400 million (US\$400M) between 1970 and 1993 toward anti-apartheid (which was the biggest community problem). However, with time, the funded CBOs could not fully account for the funds received, and there were

no visible activities ongoing even after this funding (Rammute, 2003). A close observation to evaluation reports from this situation in South Africa revealed neglected issues in development such as community involvement and participation that facilitate empowerment and sustainability

In Kenya, about 20% of the registered CBOs implement projects at community level, with most of the remaining CBO either functioning in vacuum or not existing as a result of limited ability to mobilize resources on their own and implement development projects without the support of donor. Development experts involved in monitoring and evaluation of the effectiveness, efficiency and the impact of the projects by the said CBOs attribute poor beneficiaries with poor methods of community involvement and participation, limited training of the managers of the projects, culture and limited funding to the poor performance or the complete failure of community based organization projects, (Ndunge, Kiarie & Munyao 2016). It is believed that active stakeholder participation in projects, beneficiaries and evidence based resource mobilization approaches and adequate human resource, are crucial determinants of successful CBO projects management and sustainability (Yalegama, Chileshe & Ma, 2016).

Genuine involvement of beneficiaries as active participants not just as source of data but as equal partners, whose concerns and experience bear fruits internally is a key determinant in project sustainability, (Admassu, Kumie & Fantahun 2013). The level of beneficiary involvement and support determines issues such as the establishment of a project, the rate of its consolidation, how it responds and adapts to the changing needs of the community (Frederick & Gereffi, 2009).

In this case to achieve sustainability of donor funded CBO projects, it is important that stakeholders be involved throughout the project life cycle in order to identify challenges influencing project operations and develop a healthy institutional base, strong programmatic approach and a sustainable funding system that will stir the CBO projects towards sustainability (Kahn, Wilson & Wise, 2015). At the project level, there is need for establishment of proper financial administration mechanism and backed up, proper internal controls coupled with strong beneficiaries and work culture that promotes transparency and accountability.

If we take a case of Kilifi County in Kenya, culture has also played a big role on sustainability of donor funded projects as an aspect of beneficiaries' involvement. Beneficiaries' culture helps define who people of a certain region in the world are and what they believe in. Therefore, culture plays an important role in shaping and influencing people's philosophy on doing things. It is therefore the philosophy people have that drive their synergy and motivation to participate in community development projects. As beneficiaries get involved in community projects, they gain more understanding on how to do things and get empowered, which subsequently lead to sustainability (Schensul, 2015). Kenyan Coastal communities for instance feel that they are marginalized in public service provision since pre-independence. This has greatly influenced the way they perceive things; that they feel poorly represented or marginalized in political, religious and intellectual spheres. This has greatly influenced their attitude towards development, (Willis & Chome, 2014). The coastal people have therefore re-organized themselves into community groups and initiated donor funded project; though over-relying on international donors thus resulting into donor dependency.

There is therefore a need to achieve sustainability in CBO projects especially in the coastal region areas of Kilifi, where poverty levels are still rated as high, with most families living below a dollar a day, (Akech *et al.*, 2012). The road to CBO project sustainability in the coastal region will therefore begin with addressing people's feeling of marginalization and poor representation. Kenya 2010 constitution is a key guideline to addressing issues of poor representation and public participation. The article on devolution in the 2010 constitution is to ensure provision of sustainable basic services at the smallest unit of administration (village). It is therefore important for county government of Kilifi to come up with service specific guidelines as guided by the constitution in order to fully involve people in development projects in order to achieve sustainable development (Koehler, 2018).

Evidence in community development has indicated that building the capacity of project managers in project design, planning, control and assessment of impact is a key driving force in ensuring sustainability in any CBO projects throughout the world. The evidence denotes that inadequate training and capacity building among project managers on project management, contribute to lack of technical knowhow to carry out objective needs assessment, goal setting, stakeholders role identification, involvement

and participation, (Globerson & Zwikael, 2012). In developing countries such as Kenya, donor funded CBO projects seem to be the backbone of most substantial effort aimed at uplifting the social and general development. Despite this obvious importance, sustainability has always been a concern (Lelegwe, 2018). This concern is always reflected especially on the quality of service offered, and beneficiary satisfaction after the exit of donor funding. Poor planning remains a subject for debate in relation to quality of service and beneficiary satisfaction, (Epstein and Roy, 2011).

It is evident that CBO projects in low and middle income countries are always unpredictable and there is a dis-link in personal interaction, and amorphous objectives which indicate the current implementation challenges caused by poor planning (Lindner & Wald, 2011). Throughout the world, the financial management of projects notwithstanding, as argued by Project Managers encounter issues related to ensuring project sustainability (Chang, De Roure, Wills, John Walters and Barry, 2011). As this situation continues to pose more challenges, the beneficiaries of these endeavors continue to wallow in poverty, a situation that is not only experienced in Kenya but in the entire world where the less privileged communities depend on donor funding for basic service provision. Better planning of CBO projects is therefore a responsibility of every stakeholder involved in community development and should be best practice adopted by every CBO to ensure sustainable development.

Funders especially from developed countries have tried to respond to the challenges of planning in order to facilitate sustainable funding for development initiatives in the low and middle income countries. These developed countries have therefore developed policy guidelines that facilitate funding toward development initiatives around the world. Lucky enough, most of these funding goes to African countries. Most African countries direct the funding towards education, health, Social economic, prevention of drug abuse and environmental projects. Kenya is one of the biggest beneficiaries of this funding, with a big percentage of the funding directed towards CBO projects implemented both in urban (informal settlement) and rural setting. For a CBO project to receive such funding, the framers of the fund application must justify to the donor the viability and sustainability of the project to fulfill the needs of the participants.

In Kenya the emerging of these CBO projects is seen as a response to the inability by the Government to address the ever increasing needs of the community, (Omiti, Owino, Otieno & Odundo 2012). However, there are emerging challenges in project planning

and management that have continually posed a growing concern to the future of these projects. Although the Kenyan government had realised the need for communities to form self-help groups and supplement government services, the impact of the formed self-help groups was not widely felt before 1960s, and even after continuous funding in 1980s post-independence. During evaluation of these self-help projects, it was noted that the planning phase of the projects fail to develop internal control mechanisms such as monitoring and evaluation frameworks that will measure project impact or achievements. Similarly, there was indication of emerging challenges in planning and management of CBO projects that made it nearly impossible for coaching and communicating throughout the life cycle of the project. These challenges contributed to the poorly set goals, poor management of high expectations from stakeholders involved and lack of documented evidence of good practise that could be replicated by the CBOs in managing the projects after seed fund or demonstration phase.

Kenya has seen a rapid growth of CBO projects especially in the Coastal region. A review of the Kilifi first County integrated Development plan of 2013-2017, the county has 5,921 (both donor funded and self-sponsored) active CBO projects dealing with common issues that affect the larger section of the community such as Education, Environment, Health, Agriculture and Drug abuse, (Ogega, Oludhea, Ojwang & Mbugua 2016). This growth is attributed to the fact that there is a need to fill the void left by the two levels of Governments; that is the National Government and the County Government. This report has indicated that Ganze Sub-County alone has had many CBO projects that once started and collapsed mainly due to lack of community support and continuous funding, (Songok *et al.*, 2018). It is in this regard that the study traced governance and financial sustainability of CBO projects in Kilifi County, Ganze Sub-County to be precise for the past twenty years with an intention of developing more improved options for the future, regarding the financial sustainability.

People in developing countries like Kenya, have come to the realization of the problems affecting them in the community and have always tried to organize themselves and start up initiatives like community based organization projects in order to address these problems in the midst of limited resources. It is even encouraging that communities have always initiated these initiatives without the government's intervention. Even though these community based organization projects are important avenues of social development and a great contribution to the development agendas like the governments

big four namely; food security, manufacturing thus job creation, affordable universal healthcare and affordable housing and Vision 2030 in Kenya whose main aim is to transform Kenya into a newly industrializing, middle income economy providing a high quality of life to all Kenyan citizens by 2030 in a clean and secure environment. There is evidence that most of these organizations do not have sufficient funds to implement programs thus they rely on donor funding and therefore most of them do not exist beyond donor funding, (Wanjohi, 2010). It is noted that donor funding influence program development by the communities resulting in closure and redirection of programs.

1.2 Statement of the Problem

The success of donor funded CBO projects post donor funding is a major challenge in developing countries such as Kenya. Due to this, beneficiaries do not enjoy the intended benefits from such endeavors whose main objective is to improve their lives. Donors end up being dissatisfied citing the lack of value for money in the long run, since projects collapse before achieving the objectives that made them fund the CBO projects.

International Labour Organization (2012), in their article “Sustainability and Resource Mobilization” acknowledge that without a proper resource mobilization strategy by managers, a project is more than often likely to cease upon exit of donors. The growing concern that only a few of these CBO projects succeed, but a high number of them collapse before achieving the intended goal is a big gap. The collapse of these CBOs subsequently leads them to prematurely stopping the implementation of their projects thus not meeting the intended goals and objectives. Although there has been an emerging trend by the CBOs to carry out situational analysis and establish the needs of the community members as evidence to establish Community development agendas, there is still evidence of collapse of these CBO projects.

According to Ebrahim, (2013), this collapse is associated to poor organizational management, over relying on donor funding, conflicts within and outside the organizations and poor planning, monitoring and evaluation approach that is associated with limited capacity building to the CBO projects’ managers.

Ganze Sub-county in Kilifi has an increasing number of CBOs starting to address matters of development but, just as prior mentioned trend, these projects are likely to face the same challenges that other community based organizations are facing to sustain

development projects beyond the donor funding as a demonstration phase. This is a worrying trend in the sub-county that is characterized with issues of poverty, unemployment and poor infrastructure leading to underdevelopment (Songok *et al.*, 2018). Therefore, this study's intention was to investigate managers sustainability strategies that are affecting donor funded Community based Organization projects in Ganze Sub-county of Kilifi County.

1.3 Purpose of the study

The purpose of the study was to assess influence of managers' strategies on sustainability of donor funded girl child support Community Based Organization (CBO) projects in Kenya, with a close examination of sampled girl child support CBO projects in Ganze sub-County, Kilifi County.

1.4 Objectives of the Study

This study examined the following specific objectives:

- i) To determine the extent to which resource mobilization by CBO managers influences sustainability of the girl child support CBO projects in Ganze- Sub-county
- ii) To establish the extent to which building the capacity of CBO managers affects sustainability of girl child support CBO projects in Ganze Sub-County
- iii) To assess the extent to which beneficiary involvement by CBO managers influences sustainability of girl child support CBO projects in Ganze Sub-County.

1.4 Research questions

The study aimed to answer the questions below:

- i) How does resource mobilization by CBO managers influence sustainability of girl child support CBO projects in Ganze- Sub-county?
- ii) To what extent does building the capacity of CBO managers influence sustainability of girl child support CBO projects in Ganze Sub-County?
- iii) What role does involvement of beneficiaries play in the sustainability of girl child support CBO projects in Ganze Sub-County

1.6 Hypotheses of the study

1. **H₀:** There is no significant relationship between resource mobilization and sustainability of girl child support CBO projects in Ganze Sub-County
H₁: There is significant relationship between resource mobilization and sustainability of donor funded girl child support CBO projects in Ganze Sub-County.
2. **H₀:** There is no significant relationship between project manager's capacity building and sustainability of donor funded girl child support CBO projects.
H₁: There is significant relationship between project manager's capacity building and sustainability of donor funded girl child support CBO projects.
3. **H₀:** There is no significant relationship between involvement of beneficiaries in project management and sustainability of donor funded girl child support CBO projects.
H₁: There is significant relationship between involvement of beneficiaries in project management and sustainability of donor funded girl child support CBO projects.

1.7 Significance of the study

The findings of this study may help in providing project managers and operators with practical quantitative and qualitative evidence that may guide; the designing, implementing, controlling and evaluating donor funded CBO projects and ensure sustainability of the projects. The beneficiaries in rural Kenya would receive the intended benefits thus a positive impact to their lives. The study findings may assist both local and international donor agencies and partners on the importance of community involvement and public participation in ensuring sustainability of CBO projects.

In addition, the study findings may be a benchmarking indicator that may be used for not only CBO projects managers, but also other NGOs, government and donor entities. The findings may provide data to future researchers in similar are of study.

On the other hand, this study would provide both qualitative and quantitative data that could assist project/program planners in drafting sound policies that can improve the management and operation of donor funded CBO projects to ensure sustainability of CBOs in Kenya.

Finally, the study would be used by other CBO projects with girl-child supporting agenda by having sound policies that encompass local communities in the county.

1.8 Limitations of the study

The study was limited to Bapafe girl-child support CBO project in Ganze sub-county and thus may not give a clear picture to generalize results.

1.9 Delimitations of the study

The study was conducted in one Sub-county leaving out other Sub-counties in Kilifi County and was delimited to a girl-child support CBO project that supports girl child activities. The study was delimited to three managers' strategies in sustaining donor funded girl child support CBO projects in Ganze Sub-county. The study was also delimited to managers, beneficiaries and donor agency representatives.

1.10 Assumptions of the study

The study assumed that; the respondents would be at free will to provide honest responses. It was also assumed that beneficiaries are aware of the benefits accorded to them through the CBOs.

1.11 Definition of significant terms

Beneficiaries; refers to the people in the community who directly feel the impact of operations when it comes to the girl child support CBO projects in Ganze sub-County such as the care givers, the poor parents and the vulnerable girls.

Community Based Organizations are local projects whose aim is to rescue vulnerable girls in Ganze Sub-County as per this study.

Donor funded CBOs refer to projects that are started by locals whose support, either financial or technical come from the external stakeholders such as the international financial aid geared toward supporting the girl child.

Donor refers to a corporate body or an individual that provides funds for the implementation of a project on a certain well-defined objective.

Environmental conditions refer to both natural and cultural that shape up the lives of a community in Ganze Sub-county.

Girl child based CBO refers to a community undertaking whose aim is to ensure that the vulnerable female children's rights are communally taken care of.

Managers are employees in the CBO entrusted with the responsibility of leadership aimed at achieving set objectives.

Managers' strategies refer to plans of action that are set by a person in leadership as a roadmap toward ensuring that there is sustainability of donor funded CBO projects.

Project planning; refers to the practice of initiating, preparing, executing and controlling teams in a working environment in order to achieve specific goals. It also entails foreseeing the risks in an environment forming mitigation measures.

Public participation refers to the involvement of the local community people in order to obtain views on CBOs on girl-child project implementation suitability, monitoring and evaluation team during the implementation of a project.

Resource Mobilization refers to a process where financial and non-financial resources are gathered by the organization in this case girl-child CBO projects either externally or internally to support the girl-child CBO projects initiative.

Social state of the community in this study; refers to the way a community conducts its activities in order to live in harmony.

Sustainability refers to the state of a CBO project being able to operate beyond donor funding period so as to continue offering services to its beneficiaries.

1.12 Organization of the study

The research is organized in five chapters: Chapter one consists of the background to the study, statement of the problem, purpose of the study, Objectives, research questions, hypotheses of the study, significance of the study, delimitation of the study, limitation of the study, assumption of the study and definition of significant terms. Chapter two present a review of related Literature with the following sub-headings; sustainability of donor funded projects, resource mobilization and sustainability of donor funded CBO projects, building capacity of CBO project managers and sustainability of donor funded CBO project and involvement of beneficiaries and sustainability of donor funded CBO projects, the theoretical framework, conceptual framework, knowledge gap and summary of the literature review. Chapter three describes the research methodology which is discussed under research design, target population, sample size and sampling procedure, research instruments, validity and reliability of instruments, data collection procedures, data analysis techniques and

ethical considerations. Chapter four gives a detailed description on data analysis, presentation, interpretation and discussions. Chapter five gives conclusions, recommendations and suggested further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The purpose of this literature review was to evaluate what scholars have written about sustainability of donor funded CBO projects, concentrating on girl child support CBO projects in Ganze Sub-County of Kilifi County. It also cited key authors' findings and interpretation on sustainability of donor funded CBO projects under this research's objectives namely; resource mobilization, building capacity and beneficiaries involvement.

2.2 Sustainability of Donor Funded Projects

The concept of sustainability has to be explained basing on the "sustainable development" which in essence is a process of change in which the exploitation of resources toward the direction of investment, the orientation of technical development where necessary and institutional change which are all in harmony and enhance both present and future potential to meet human needs and aspirations,(Finkbeiner, *et al.* 2010). However, according to the World Commission on Environment and Development (WCED), sustainability is defined as the development that meets the needs of the current without affecting the ability of the future generations to meet their own needs. It primarily relates to environmental and demographic concerns, besides social issues such as equality, social mobility, social renewal and financial sustainability (Kates *et al.* 2005).

The general insight is that sustainability in the project management context is about integrating economic, environmental and social aspects in the management of projects. Thus sustainability should be regarded on the level of the project, its results and impact as previously reported, (Silvius & Schipper, 2010). Sustainability of donor funded CBO projects refers to the management of project-oriented change in policies, assets or organizations with consideration of the economic, social and environmental impact of the project, its results for now and future generations.

According to Kathane *et al.* (2013), sustainability is also defined as the ability of a project to maintain and expand a flow of benefits at a specified level for a long period after project financial support from donors has ceased. This is seen as a rather operational definition which has led to other scholars narrowing it down and being more specific. Barbier, (1987), defines sustainability based on outcomes that last more than

two years after the close-up and end term evaluation is carried out. Sustainability is the outcome that persist at least three years after project termination. On the other hand, Honadle *et al.* (1985), in their study, defined it as the percentage of project initiated, goods and services that are still delivered in at least five years after termination of donor funding. Sustainability of donor funded CBO projects is therefore the ability of eradicating the dependency or having a non-reliance situation for CBO projects in a community on donor funding.

Brown *et al.* (1987) assert that sustainability has also been incorporated at multiple levels which seem to range from global to project level. At the global level, global organizations have taken a lead in emphasizing on common causes such as continued support of human life, long term maintenance of natural resources, stable sustainable human populations, limited growth economies that lead to a situation where everyone is self-reliant. This emphasis has been adopted by national governments through tailor-making policies to reflect on a country's specific themes, such as having an Act called NG-CDF Act of 2015 amended in 2016 that seeks to eradicate poverty at the grassroots. The most common themes are social progress that encompasses community health, education and inclusion, protection of the environment, prudent environment resource usage and maintenance of economic growth and employment, (Shearlock *et al.* 2000).

It is imperative to have sustainability integration in projects since the traditional project management techniques provide a limited consideration for sustainability development, as reported by (Labuschagne and Brent 2005). In fact if realized, it can boost a project's reputation, reduce financial risks as well as development of a competitive edge, (Schein, 2017). According to Willard's model he establishes the difference between the constructs of sustainability in projects under the Corporate Social Responsibility (CSR) theme. Martens and Carvalho (2017), argue that while undertaking CSR, a project is more reacting, short term approach where organizations tend to cover up or compensate for the amount of the negative side toward humanity. Project sustainability is a more proactive, long term approach where projects concentrate on doing well and delivering all endeavors sustainably. In this regard, the authors aim to study the integration of sustainability development in project management processes, thereby proactively driving a change toward an accelerated achievement of the vision set by the Brundtland commission in 1987 (Brundtland, 1987).

Sustainability of donor funded CBO projects is all inclusive considering that both the internal and external stakeholders' interests have to be met in its realization quest. The external stakeholder has to confirm that there is a positive impact and thus the living standards of the community has been improved through proper projects' implementation. On the other hand, the internal stakeholders such as the beneficiaries have to confirm that indeed the endeavour has worked in their favour to be self-reliant.

2. 3 Resource Mobilization and CBO Projects Sustainability

Resource mobilization is a process where resources including financial and non-financial are gathered by the organization (CBO) either externally or internally to support its development initiatives, (Batti, 2014). This is an important component for building the capacity of a CBO to be able to provide sustainable services to its beneficiaries. There is a huge challenge in that, CBOs are mushrooming every year exerting a lot of pressure and competition to the limited resources in low and middle income countries such as Kenya (Bennett *et al*, 2011). In many cases for a CBO to survive locally, it will largely depend on how well it can compete with others to raise funds and on what other methods will the CBO use to source for more resources. Statistics have therefore indicated that many of the CBOs are unable to compete for these limited resources thus over-depend on donor funding, (Bennett *et al.*, 2011). It is clear that such situations introduce uncertainty on donor funding thus forcing most CBOs to terminate their projects immediately the source reduces or dries.

Many local CBOs are struggling in Africa for funds to implement projects and many are short-lived as they are unable to achieve long term sustainable goals, consistent growth or improvement on the lives of beneficiaries (Batti, 2014). Many local CBOs in Africa have high rates of staff turn-over, internal conflicts caused by power structures and poor financial management. In some cases there is intense scrutiny or financial audit by donors and governments hence management focus mainly on short-term goals and are unable to reach long term goals (Low & Davenport, 2002). In their study "Influence of resource mobilization on sustainability of Women group projects" Odeyo and James (2018) found out that the influence of resource mobilization is crucial in the success of projects.

It is always clear that ownership of funded CBO projects would need to be transferred to local stakeholders and the project institutionalized within the local government in

this case county government of Kilifi but this is usually challenged just immediately the donor exits the stage and there is no donor funding (Mitlin *et al.*, 2007). During planning and engagement stages of the project even where government pledged increased financial resources to support scale up, and give the way for a transition of previously donor-supported programs, there have been challenges with government funding and structures that even complicate funding and hand over process (Rosenberg *et al.*, 2008).

The CBOs depending on donor funding, are always challenged by the ever changing priorities interrupted by the funding institutions (donors). This situation many a time forces the CBOs to shift focus and sometimes lose funding whenever they miss donor funding conditions requirement and become ineligible to apply for funding. A situational analysis of many CBOs in an African rural setup has revealed that the CBOs implement projects with priority dictated by the funding organization but not based on the needs of beneficiaries (Kettl, 2000). Implementing projects with donor's priority has therefore over time become unattainable especially where the local CBOs personnel lack the required technical knowhow to successfully execute the projects in the absence of the funding agent. Sustainability of such projects by the local CBOs is therefore questionable since they are driven by the goals and objectives of the donors but not meeting the needs of the local community.

Many donors especially at international level are continually changing funding techniques and shifting focus to funding only projects run by government institutions. It has come to the realization of the funding institutions that many CBO projects exist only on paper (briefcase CBOs) but not physically on the ground (Te Velde *et al.*, 2008; Mbugua, 2017). Sometimes CBOs implement small project that target only people within a sub-county, while some international donors would want to support project with a regional impact. Donors have therefore felt the need of using government structures to reach the community rather than using local CBOs (Mbugua, 2017). In Kenya, this has subsequently complicated the situation of the CBOs and thus they cannot survive competing for the same funds with the government institutions that have the capacity to mobilize for resources. There is a challenge that many of the mushrooming CBOs may not implement their projects to completion due to lack of sufficient funding to implement sustainable projects.

According to Dupas & Robinson, (2012), there has been political instability especially in coastal region of Kenya with a difficult environment that is unfavorable for the natural survival of CBO projects. Donors fear or reduce funding to projects in unstable political environment, because sustainability of such projects is questionable. In Kenya during electioneering period, many CBO projects stop or even end their endeavors as a result of unfavorable political environment (Van, 2017). Political situation may even be complicated further and sometime government may enforce stringent measures that affect funding of CBO projects by reducing or even stop funding of important programs (Jindal *et al.*, 2008; Othman & Ahmed, 2013). For example in Kenya, the government introduced a bill in parliament in 2013 to regulate international funding to NGOs. This bill was aiming in the reduction of international funding to only 15%, a fact that would have seen many CBOs collapse due to lack of sufficient funding to implement sustainable projects (Albertazzi *et al.*, 2018). The frequent terrorism activities forced Kenyan government to introduce strict measure to control funding, since they had seen international funding organizations as a potential security threat funding organized crime groups (Ampadu *et al.*, 2018). The government also developed a bad attitude when it comes to the CBOs because some had regenerated into Civil societies and putting the government to checks and balances (Jenkins, 2001). In 2016 some NGOs and CBOs were deregistered and some given restrictions for sourcing funds from international realm (Beisheim *et al.*, 2018). All these evidence listed have firmly confirmed sustainability of CBO projects is heavily challenged by resource mobilization approaches.

2.4 Building Capacity and Sustainability of Donor Funded Projects

For CBOs to achieve effective management of projects, it is imperative for the project managers to have key skills that will help them track performance and general impact of the projects that they implement. Capacity building to improve project performance should thus be a key focus to ensure sustainable development in developing world. Key managers at senior, middle and even lower levels will need to nature their skills in designing, planning, executing, controlling and assessing desired impact. Capacity building should therefore not be limited to planning and implementing the project but also ensuring all the key stages of project cycle, management take an approach that is achievable and sustainable. This approach needs to cultivate and harness the transfer of knowledge, skills, networks, and resources for individual and community level

change that is consistent with project identified goals and objectives (Savaya, Elsworth & Rogers, 2009). In this case study, there should be consistency between the desired change that is improved living standards and quality of life of the girl child in Ganze sub-county in Kilifi and project identified goals and objectives.

Studies have indicated that despite various strengths among the CBO projects, there is still a growing concern in the ability of the donor funded CBO projects to effectively use their local knowledge, expertise, and reputations to improve the challenges facing rural communities. These challenges are associated with the CBOs employing a lean staff with narrow skill sets due to limited resources, and financial instability. Identifying and building the capacity of key CBOs managers may be an effective strategy to improve their skills and capacity to reduce the challenges facing sustainability. Building the capacity of these managers, should take the dimension of giving them the ability to identify community characteristics that affect project sustainability and mobilize people to address their own problems based on community approaches and resources (Griffith *et al.*, 2010).

It is a key achievement when an organization is empowered, it provides a useful pathway for assessing and building the skills and resources required to improve the capacity of CBOs to influence the socio-economic, health and political status of the beneficiaries. Empowering CBOs therefore focuses attention on its structures and practices within and outside the CBOs. If structures within and outside of CBO conform and own the project goals, objectives and desired change is achieved, then the existence of the project will stay longer than donor funding period. To ensure CBO projects sustainability therefore, capacity building of project managers or operators should focus on the following key areas of the project management.

CBOs need a lot of capacity building in the area of planning. The process of change in developing countries depends largely on how well an organization plans to exploit the ever limited resources. For CBOs to effectively execute projects within varied environments, managers and operators will need technical capacities that will help them effectively plan an effective framework that will ensure logical flow of events or activities with minimal interruptions and meet human needs, (Pearce, Barbier & Markandya, 2013). According to Nelmara Arbex' quote "We need to change the way we view things in order to change the way we do things". This is particularly for the modern Project Manager to plan envisioning important issues within the project

environment and incorporate concepts of sustainability while planning. It simply requires the project managers of CBOs to balance economic, social and environmental interests while planning for short and long-term activities with the interests of all the stakeholders at micro, meso and macro levels (Goedknecht, 2013).

Building the capacity of a project manager must ensure that the ability of the project manager enables them mobilize each member of the team to perform their respective functions that will contribute to sustainable development (Martens & Carvalho, 2017). In setting up planning policies, systems should be well thought of before being set to avoid resource misappropriation and therefore its depletion in the long run. A project Manager must have the future of the community in his/her mind if they want to leave a legacy when their mandate ends. World Health Organization, WHO, (1996) asserts that planning starts with community management through capacity building of the communities to address their own needs and this frees the Government of any country to concentrate on more pressing issues (WHO, 2004).

There exists an argument that community management was a concept developed in the West where there was a tendency to idealize low income communities (Harvey & Reed, 2004). While practitioners may have different views on how and why community management is widely accepted, it is clear that it is imperative for donors to enlighten members of a community on various skills in order to boost sustainability of CBO projects during the funding period to stretch to post donor funding. To aid a project manager in CBO projects planning for sustainability, set general principles such as ownership, partnership control and cost sharing need to be followed (Lockwood, 2010). To achieve sustainability, one has to consider both internal factors and external factors. These factors work hand in hand in ensuring the success of a CBO during post international donor period. Such internal issues as lack of cohesion, unrepresentative CBOs, poor management skills, strong inhibitive traditional cultures, technical challenges, misplaced priorities and financial issues need a keen examination and need to be given high priority during planning stage of project cycle management (Schouten, Moriarty & Postma, 2003). During the planning stage a project manager is obligated to ensure involvement of key stakeholders for instance forming committees that will represent the larger community. The formation of such committees should allow inclusivity in order to represent all segments of the community that include the poor, rich, women, men, youth and people living with disability (P.L.W.D), (Bolt & Fonseca,

2001). It is therefore important for project managers and operators to have strong understanding of planning process in order to avoid sustainability challenges that may arise as a result of poor planning process.

In Kenya just like any other countries in developing world, there has been a move towards community development with a lot of donor orientation. Development trends indicate that after handover of the structural adjustments imposed by the donor, poverty has only increased in low and middle income countries (Mikkelsen, 2005). Identifying and building the capacity of key project managers and operators in resource mobilization and management before handing over will help facilitate sustainable flow of funds to implement sustainable community projects. Kenya being one of the developing countries, there has been a persistent challenge to maintain goods and services that are acceptable with realistic outcomes based on project goals and objectives. A close examination of many community based organization projects in Ganze-Sub-county indicates that millions of donor funding especially from developed world have been wasted without notable interventions on the ground (Dent, Dubois & Dalal-Clayton, 2013). A picture of the most parts of low and middle income countries shows the same trend. One will only note the remaining presence of community projects which have become nothing more than a history of once funded projects (Maxwell, 1999). For example the NG-CDF projects by the Government of Kenya and Sacco have sustainability challenges that are still existing and people have not benefited as guided by the projects initial goals to date especially in the rural communities, (Hart, 2013; Kimenyi, 2005; Ngau, 1987). It is a clear feature in many parts of the countries with projects that were once funded by developed countries. This is also an indication of lack of continued funding and poor day to day management of the business of the projects by the government from the developing world. These challenges are as a result of inadequate resources from within and lack of technical knowhow by the manager to adequately manage the projects and sustain a continued service provision and income generation.

Government bureaucracy has been blamed as one of the major funding and administration challenge for CBO projects sustainability in Africa. There has been national funding limitations, frequent logistical problems, insufficient personnel, and poor operation and maintenance practice among low and middle income countries like Kenya (Myers, 2017). For instance a noble community development funding program

like the women enterprise funding by the government of Kenya to empower women projects has been faced with a lot of bureaucratic and logistical challenges thus very few women are reached. If managers within the CBOs were trained and their capacities to lobby and advocate improved, CBOs would stand a good chance to mobilize the communities through civic education and ensure the resources reach their intended beneficiaries.

In most instances these funding programmes depend entirely on external donors like World Bank and they end with the withdrawal of such funders. Complex political system like that in Kenya, where there is a national and county government structures, there are some identified complexities involved in getting resources required for development projects to the people. Sometimes it is difficult getting people to participate or finance community projects directly at micro and macro levels through the laid down constitutional structures. There are always major issues such as overpopulation and inadequate qualified workforce to practically implement the said community based organization projects. As a result of this, more and more community projects fail to access the required technical or financial support from government thus unable to even pick or achieve the intended goal of uplifting the lives of the people. Developing countries have therefore continued to witness a decline in living standards of their people, increasing levels of poverty, and deteriorating economy. For instance, the beautiful colonial-donor funded railway line and government offices or houses or apartments are today standing monuments in Kenya and most parts of third world countries. This is a clear indication of failure by government in low and middle income countries' to build the capacity of local CBOs to sustain donor funded development projects. In the event a donor withdraws support of a particular project, there is always a sustainability issue supported by lack of technical capacity, inadequate domestic budget, arising from abject poverty.

Financial administration or management skills are important aspect of project operations and maintenance of donor funded projects. The skills entail proper financial management practices that go beyond just the utilization of donor funds. A number of donor funded projects fail as soon as the donor terminates funding due to poor financial administration and management skills. According to Bolt & Fonseca, (2001), transparency and accountability, expenditure, record keeping, reporting and accounting are all essential aspects in the sustainability of donor funded projects. These particular

aspects have led to most donor funded projects collapsing due to financial mismanagement. Audit reports such as the internal ones; have shown that CBOs struggle with accounting, record keeping and transparency (Abdulkadir, 2014). There have been suggestions therefore within government systems to ensure building of the capacities of local CBO managers to ensure proper financial management and sustainability of donor funded projects. This has not happened to date, both locally and internationally supported CBOs still struggle with relating issues (Griffith *et al.*, 2010).

Community participation requires a well-defined approach whose main aim is learning tailored towards a prevailing specific situation, under different circumstances. For instance community participation in decision making process of a project should take an approach that is not necessarily of the usual conventional top-down relationship but be considerably modified, or completely reversed (Jean, 2005). Sustainability of community based projects essentially depends on the process of initiation or if they followed participation process that involved every key stakeholder from the beneficiary to the donor. This model does not mean that the projects or programs will always yield expected results, however the process offers worthwhile lessons for future initiatives. It is essential therefore for communities to be integrated into regional, county, sub-county and ward systems that will protect and simultaneously facilitate their project/programs organizations' sustainability.

Participation can only lead to sustainability if its purpose is to ensure efficiency, equity and capacity building for parties involved. Sustainability in particular depends on the local people taking control over project operations at the end (Pearce *et al.*, 2013). It is therefore true that without participation, community development initiatives are unlikely to be sustainable in the long run and development inequalities are unlikely to be controlled (Bhati, 2005). It is important to build the capacity of the CBOs in order to help them think about environmental issues when thinking about community development initiatives in Sub-Saharan Africa since we depend heavily on our natural resources. It is necessary because environment is a core business of poverty alleviation in the context of environment degradation as a strategy to reduce poverty in Sub-Saharan Africa. This means that it requires every effort within community's reach to maintain natural capital and to use it sustainably in promoting sound environmental management (Githinji, 2013). It is therefore noted that protection of the environment is one of the most urgent responsibilities developing countries need to take. The key

stakeholder who needs to be the number one participant is Government whose primary task is to achieve an environmental sustainable community.

The intention of reviewing the relationship of environment with projects sustainability is to integrate the environmental challenges in the development programs. Sustainable development requires project managers to have capacity in understanding government policies and guidelines to protect natural resource base. The source base including all forms of actions or capital development is sustainable if the rules of the participation are transparent and not elusive but consider flexibility and review. The challenge for sustainable community development is to ensure a better quality of life for all people while the needs of every participant are met. Sustainability is well achieved if project operators have sound program design skills that adapt to local conditions and based on simple methods acceptable by everyone. This is a key approach to ensure every beneficiary is involved in the process. An example of a participatory approach is Participatory Rural Appraisal (PRA). This approach ensures that beneficiaries are objectively identified and involved in the selection (Chambers, 1994). The approach should be able to define the social context of support, and communities should be well organized, trained, and sensitized before needs are identified. The focus here is with resources involved in the implementation of projects to achieve desired goals. Evaluation of CBO projects requires a proper strategy which can work if one is to achieve the desired results. It is important for project managers and operators to understand the concepts of “participatory evaluation”, in order to involve the stakeholders in evaluating the impact of the project (Chambers, 1994).

2.5 Beneficiary Involvement and Sustainability of Donor Funded Projects

According to the Project Management Institute (PMI) standards committee, project beneficiaries are individuals or persons as well as institutions who derive advantage or feel the impact of a project. It is important to note that beneficiaries can affect the running and operations of an organization, goal(s) development and even both short and long term survival. This is beneficial in the sense that they help a project to achieve its goals and on the other hand they are antagonistic when they oppose an endeavor, hence the need for public participation in policy making as far as CBO projects are concerned (Lewis, 2004).

Beneficiaries involvement is key since it involves the mutual kind of a symbiotic relationship in that there is 'give and take' in service uptake and support working together to devise, plan and develop solutions to a situation thereof (Bal *et al.*, 2013). Participation is where a manager allows all stakeholders' views to be tabled when it comes to project implementation, thus participation process is a key approach to engagement of the beneficiaries and it has to be designed in a way that makes beneficiaries realize the effect of their input. This can be achieved by establishing a strong relationship of trust and mutual understanding. Project beneficiaries may feel discouraged if they participate halfway or even are not involved in some of the processes and therefore their views not incorporated on the final decision or impact. An effective participation process is driven by proper public education, since it makes beneficiaries aware of the process and become self-confident in their roles. Beneficiary participation also builds synergy and mobilizes efforts towards a specific goal, instead of remaining impassive. This process helps project beneficiaries express complaints about problems that concern them.

Participation increases the capacity of community members by allowing them learn of their existing problems and mobilize community owned resources to address them on their own without external support. Community members are more easily mobilized when project activities or decisions are going to change their way of life to a great extent (Adesida & Okunlola, 2015). For example the construction of Nairobi-Mombasa Standard Gauge Railway (SGR) was subjected to intense pressure and control, mainly by local residents along the line, the local authorities and environmental organizations, due to concerns regarding the environmental impact of their activities. For instance the environmental conservationists had concerns on the impact of the railway line on the wild animals' conservation. Disputes among stakeholders have been observed at all operating levels of the construction. The goal of the government was to ensure the project continues without interruptions and benefits the community. Therefore, in order to reduce any reactions, a full integration of ecological, social and economic issues was ensured, that was a defining step in the direction of sustainability of the project (Mutongu, 2018). In Kenya the most common participatory methods used are public hearings, community advisory committees, community panels and public surveys. Public hearings take place when decisions have already been made, for instance the Kenya land commission takes the public hearing approach both before and after

implementing matters touching community land. Community advisory committees and panels are affected by prejudice regarding their composition and the social status of the participants, while public surveys are limited to a specific point in time (Marsh, 2018). Since participation process is a key driver to sustainability of community projects, it is therefore important to consider factors that may influence accessibility to all the fore-mentioned mechanisms. Community members are more synergized to take part, when they know that they really do have a chance to influence management decisions and processes (Acadribo, 2018).

Lack of sustainability has been attributed to a variety of reasons. One common reason is related to beneficiaries, both the internal and external. However, this has to be discussed basing on the lack of congruency between project interests, responsibility of the project (Kimaro & Nhampossa, 2005), and those of the targeted beneficiaries. However, it is evident that despite the constraints as far as project sustainability is concerned, sustainability is achievable whereby during the project tenure; investment is focused into practices which influence behavioral change among the beneficiaries notwithstanding the positive response of the potential beneficiaries and their perception on the envisaged behavioral and attitudinal shifts (Hoque, Juncker, Sack, Ali & Aziz, 1996)

In the past a lot of community development projects have been carried out by past governments or non-government in Kenya but, it has not produced significant changes in the livelihood of the beneficiaries. Some of the projects were abandoned while some of those completed are in questionable state because they were not utilized by the end users or not maintained. For example a community based tourism project in the coastal Kenya was intended to help solve the issue of poverty reduction but this did not happen (Manyara & Jones, 2007). The reason for this was attributed to poor participation by the beneficiaries or poor approach or mechanism of involvement driven where the stakeholders were not involved in the need analysis, selection of the projects, implementation and monitoring. The consequence is that most of the projects are not sustainable because there was no sense of ownership (van Welie & Romijn, 2018).

According to Rose (2015), project beneficiaries are important for project success because their input to a project's needs is both hard and soft in nature. They often establish the criteria for assessing the success of a project and that is why their resistance of any sort may cause various risks and negatively affect the sustainability

of a project, besides, the project may affect the beneficiaries in both negative and positive ways hence their impact is taken to be immense if a project's sustainability is ever to be achieved (Rose, Persson, Heeager & Irani, 2015). On the other hand CBO collaborating with other like-minded organizations in partnerships that strive to utilize community-based development initiatives and approaches could be one of the best ways for CBOs to effectively address issues that affect the community and foster sustainable development.

It is quite common to find a situation where projects collapse or decline in the target community just after the donor funding has ended or in less than a year after funding has ended, (Mamakoa, Maponya & Mothetha, 2013), and as such, there have been questions as to whether a project is sustainable post donor funding life. Out of so many CBO projects that have so far been started and funded by international donors, in Ganze Sub-County, there are only two that have survived after the donor funding ended which are Mbazizo CBO; a CBO project consisting of people living with disability (PLWD) and Bapafe CBO. This therefore rationalized the urge for research to find out reasons that contribute to this and if possible, the positive multiplier effects and emergence of socio-economic transformation in Ganze Sub-County.

In the end, this implies that the existence of some key factors which contribute positively towards actualization of sustainability is important. They include but are not limited to beneficiaries' involvement when it comes to the appropriate mechanisms under monitoring, effective institutional arrangement, improved technology, social effectiveness, community organization and financially the appropriate policy context (Harvey & Reed, 2004). Once a project manager allows for ownership in the community and enough capacity and technical support, this is almost a sure way of achieving project sustainability (Mackintosh & Colvin, 2003).

There is a high level of agreement in many other studies that are concerned with social, economic development that institutional frameworks play a vital role in determining each individual's responsibility in the CBOs development. Community involvement and participation plays a key role in identifying and moderating major social and cultural norms that affect donor funded projects both positively and negatively. For instance, in Kenya social and cultural norms have influenced division of labour and control over project assets. Policies and institutional structures that are set basing their emphasis on traditions often restrict existing sources of support to women or females.

This notwithstanding excludes their full participation, which should be a way for them to attain their full potential.

Women and men are involved with the day-to-day running of projects but women are less privileged due to the fact that their level of education is lower compared to their male counterparts which is evident in the Coastal part of Kenya (FAO, 2012). A woman's place in the society is still viewed as inferior to the man's place. Besides, men can easily access modern technology and training which is attributed to their strong position as the head of the household as well as greater mobility level. This for communities at the Coastal region of Kenya is a crucial scenario because with this at the back of their mind, women are always lagging behind. In a majority of African countries, most influential positions especially those involving policy matters are majorly dominated by men. The exclusion of one gender means that the marginalized can only feel and act like second citizens or stakeholders when it comes to crucial issues such as project sustainability matters.

2.6 Theoretical framework

2.6.1 The theory of change

This theory which can be traced in the late 1950s was argued by a pool of theorists such as Huey Chen, Peter Rossi, Michael Quinn Patton and Carol Weiss among others (Kihuha, 2018). The theory is essentially a comprehensive description and illustration of how and why a desired change is important in a particular context such as in the sustainability of a CBO project. Its focus is particularly on mapping out what is described as the missing middle between what a change initiative does and how this can lead to desired goals being achieved in the long run. First, one has to identify the long-term goals and then tailor them to identify all the conditions that must be in place for the goals to be realized (Boruch & Chen, 2004). The concept is mapped out in an outcomes framework.

The outcome's framework provides ground for identifying what activities are key in coming up with outcomes identified as preconditions for achieving the long-term or overall goal. From this approach, the precise link between activities and the achievement of long-term goals are better comprehended. It leads to better planning whereby, activities are linked to a detailed understanding of how change actually happens. Besides, it leads to better evaluation as it is possible for a manager to measure

progress towards the achievement of long-term goals that goes beyond the identification of project outputs.

There exist emerging issues globally and for the sustainability of donor funded projects, among the key strategies of manager is to change how they perceive the environment within which they are working. Operations of an endeavor ultimately trigger discussions among stakeholders meaning for a manager to realize success, there must be involvement of all stakeholders at all levels of the lifecycle of a project. Changing the mindset on how managers perceive involvement of stakeholders is important because of utmost importance is the fact that external stakeholders such as the community are the crucial evaluators of sustainability of CBO projects.

2.6.2 Achievement needs theory

David McClelland, in his 1961 book “The Achieving Society”, proposes that an individual’s specific needs are acquired over time and are shaped by one’s life experience. According to him, there are three types of motivational needs, which are; achievement motivation, authority or power motivation and finally the affiliation motivation. Human beings strive to succeed, accomplish and achieve and so a good P.M, the driving force should be the need to achieve and excel past their tenure (McClelland, 1965).

McClelland, Atkinson, Clark, and Lowell (1958) defined the need for Achievement as “success in competition with some standard of excellence. That is, the goal of some individual in the story is to be successful in terms of competition with some standard of excellence. The individual may fail to achieve this goal, but the concern over competition with a standard of excellence still enables one to identify the goal sought as an achievement goal.

McClelland *et al.*, (1958) went on to describe that competition with a standard of excellence was most notable when an individual was in direct competition with someone else but that it can also be evident in the concern for how well one individual performs a task, regardless of how someone else is doing. According to Lussier and Achua, (2007), “the need for achievement is the unconscious concern for excellence in accomplishments through individual efforts”. Similarly, Daft, (2008) stated the need for Achievement is “the desire to accomplish something difficult, attain a high standard of success, master complex tasks, and surpass others”. Individuals who exhibit the need

for Achievement seek to accomplish realistic but challenging goals. This theory is relevant to this study since for the achievement of accelerated project sustainability, the stakeholders need to remain focused in terms of resource mobilization, beneficiary involvement and capacity building. The project manager has to do a self-evaluation and ask themselves, “Do I have the right strategies to ensure sustainability of donor funded CBO project?”

2.7 Conceptual framework

The conceptual framework indicates the relationship between the dependent variable and the dependent variables in a diagram format.

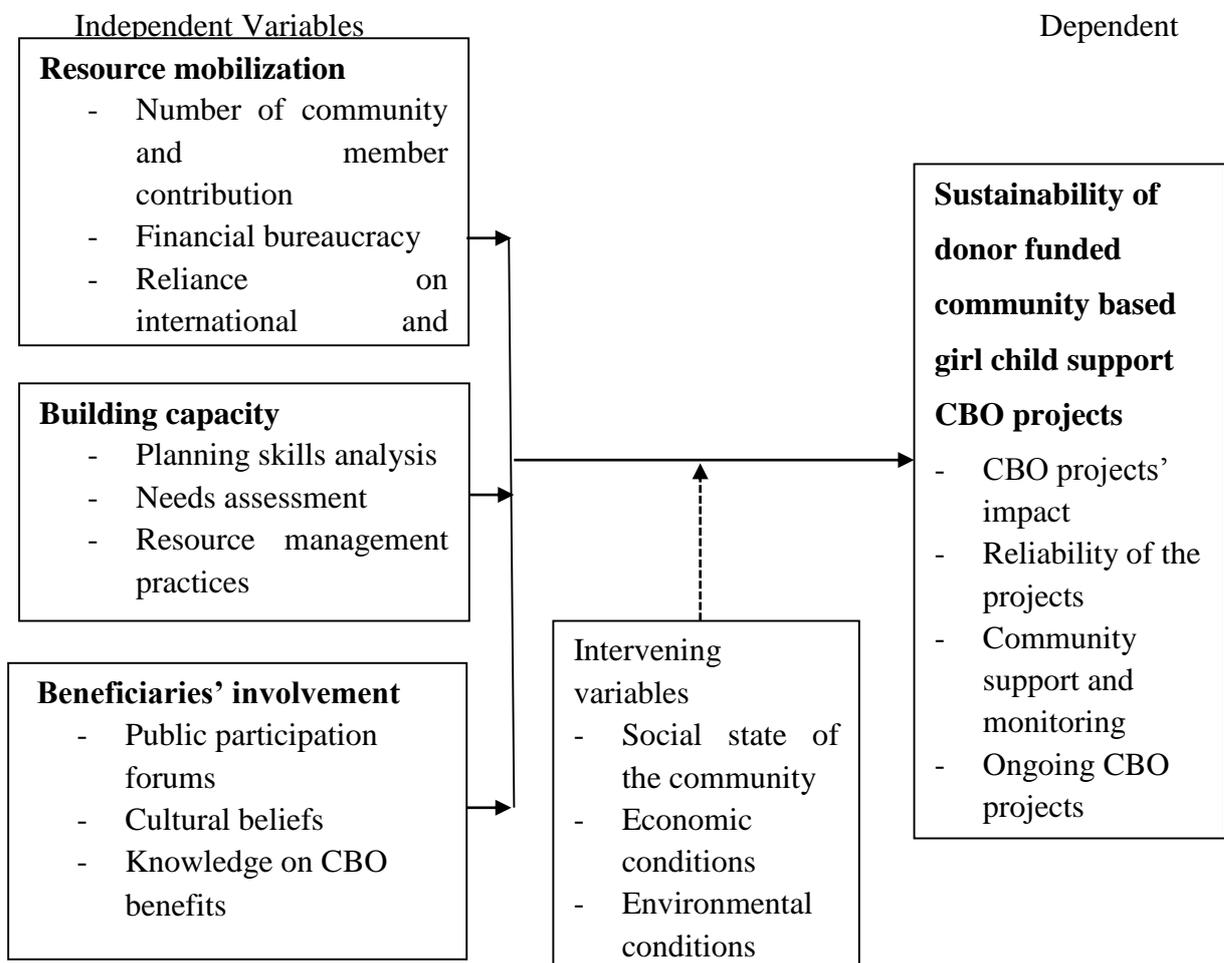


Figure 1: Conceptual Framework

The conceptual framework is the conceptualization of the relationship between variables in a study and thus shows the relationship in a diagram form (Mugenda, 2003). According to this study, the independent variables are resource mobilization, building capacity of CBO project managers and involvement of beneficiaries while the

dependent variable is project manager's strategies on sustainability of donor funded CBO projects.

Intervening variables refer to a set of factors that might affect the relationship between the dependent variable and the independent variables. These variables are social state of the community, economic conditions and environmental conditions which have not been tested in this study.

2.8 Knowledge Gaps

Table 2.1 presents the knowledge gaps identified in previous studies.

Table 2.1 Summary of findings and Research Gaps

Objectives	Author	Study	Methodology	Findings	Gaps
Sustainability of rural water supply	Harvey and Reed (2004)	Rural water supply in Africa	Survey	NGOs encourage their employees to come up with project initiatives which could be replicated in other regions of the country.	Authors focused on Africa as a whole, which was a large geographical coverage yet situations vary from country to country. This study investigated a single unit, Ganze Sub-county
Acquisition physical resources	Alzami (2010)	Sustainability in project management	Desk research	It was perceived that both holistic approach and long term view are important aspects of sustainability and must be present within projects.	The study was limited to the “why” and “how” questions to the Project Manager and it was a desk research whereas this study was a descriptive study.
Building capacity	Bolt and Fonseca (2001)	Keep it working: a field manual to support community management of rural water supplies	Quasi experiment	Adequate understanding, identification and estimation of the operations and maintenance costs is critical for any sustainability of projects.	The author focused on the training of donor representatives and not the CBO project managers. This study concentrated on building the capacity of CBO project managers so as to build the capacity of beneficiaries besides using descriptive statistics.
Involvement of beneficiaries	Schouten and Moriarty (2003)	Scaling up community management	Desktop research	Results of the study identified that on the financial aspect, community management is expected to be characterized by users or beneficiaries collecting and saving adequate funds to pay for maintenance and repairs, thus relieving the donors of the burden of recurrent costs.	Author focused on involvement of beneficiaries in the identification of vulnerable cases. This study concentrated on involvement of CBO project beneficiaries from the identification of viable projects throughout implementation and beyond. The study used descriptive statistics.

2.9 Summary of literature review

This chapter looked into the managers' strategies such as the mobilization of resources, building the capacity of managers of CBO projects and involvement of beneficiaries as factors that influence the sustainability of donor funded CBO projects. It also looked into theories that relate to managers strategies aimed at ensuring that there is sustainability of donor funded CBO projects. From the literature reviewed, the ability of CBO project managers to mobilize resources at the unit level influences such a unit toward sustainability. Sustainability of donor funded projects is also influenced by building the capacity of CBO projects Managers on such issues as financial management and surviving the emerging global issues. This is a factor that still remain elusive if there is not goodwill from all the stakeholders to see success and positive impact of a donor funded CBO project. As a manager's strategy, involvement of CBO projects' beneficiaries remain a far-fetched dream, and if this is not done at the onset of an endeavor such that they have to be involved during the planning stage and when plans change, they still have to be involved and even consulted and the burden of this factor lies on the manager's shoulders. It is a strategy prevents beneficiaries from jeopardizing the success of a CBO project post donor funding. From the theories studied in this research, the managers' strategies aimed at ensuring sustainability of donor funded CBO projects encompass both the internal and external environment. Most research papers however have concentrated on the hard aspect of project management and overlooked the soft aspect aimed at sustainability of donor funded CBO projects. The managers' strategies have not been explored thus creating a gap which this research sought to fill. This was through a case study of the girl child support CBO projects in Kilifi County, Ganze sub-county.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology adopted by the study. It outlines research design, target population, sampling procedures, methods of data collection, validity and reliability, method of data analysis techniques, ethical consideration, and operation of the study variables.

3.2 Research design

This is a descriptive survey and both qualitative and quantitative approaches are used. The study allowed obtaining the same kind of data from a large group of people in a standard and systematic way (Mugenda, 2003). Using this design, patterns of data were investigated and generalized to a large population. This descriptive survey examined managers' strategies in sustaining rural donor funded community-based projects in Ganze Sub-County. This is a descriptive study and the characteristics of various variables are extensively analyzed by, describing the observed trends, interpretation of the trends, establishing relationship and making conclusions based on the trends. The design is preferred because it seeks to determine the answers to who, what, when, and how questions, (Zikmund, Babin, Carr, & Griffin, 2002).

According to Kothari, (2003), the major purpose of a descriptive survey research lies in its ability to describe the state of affairs as it exists at present. It is designed to describe characteristics of a population or a phenomenon. This study uses both qualitative and quantitative data analysis to analyze collected data. A descriptive study is carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and reduce errors that occurred in the interpretation of the data (Kothari, Birch & Charles, 2005).

3.3 Target Population

Study population is an aggregate of elements about which the study made its inference (Stillwell & Clarke, 2011). According to Mugenda, (2003), study population is the aggregate of all the elements that conforms to a given specification as per a researcher (Mugenda, 2008). This study targeted 65 top tier, middle tier and the lower tier managers from CBOs implementing girl child support projects in Ganze Sub-County.

The target number on donor agencies' representation was 12 and 95 CBO projects beneficiaries respectively.

3.4 Sample size and sampling procedure

As stated by Mugenda & Mugenda, (2003), a sample size is a minor group or sub-group obtained from the available population. The sample size, sampling techniques and selection employed in the study are discussed next.

3.4.1 Sample size

According to Mugenda & Mugenda, (2003), a sample of 10-50% is adequate and the best is the whole population for a small group. The whole group was involved in either the study or piloting. A random sampling method was implored where the researcher selected 58 managers from a population of 65. The names were derived from the registered CBO projects at the Kilifi District office. To achieve this objectively, the names that had been written on pieces of paper were placed in a tin then picked one at a time until the 58 were sampled leaving the 5 that would participate in the pilot study. On the beneficiaries, 90 respondents out of the target of 95 was sampled where again, names that had been typed on a piece of paper were cut and placed in a tin then picked one at a time until the 90 were sampled excluding the 10 that would participate in the pilot study. To aid in doing this, the researcher sought data from KBNS 2019 census. Finally, out of a target population of 12, a sample population of 8 was selected. Table 3.1 shows the summary of the target population and sample size.

Table 3.1: Target population and sample

Category	Target	Sample	Percentage	Sampling method
CBO Project managers (Top, middle and lower tier)	65	58	89.2%	Simple random
Donor agencies representatives	12	8	66.7%	Simple random
CBO project beneficiaries	93	90	96.8%	Simple random
Total	170	156		

3.5 Data collection instruments

A **questionnaire** with both closed and open-ended questions was used to collect both data. The questionnaire was arranged into two sections; section A allowed respondents to give demographic information while section B was on mobilization of funds, capacity building and involvement of beneficiaries (independent variables). Many of the items had a 4-point Likert rating scale that ranged from 0 - 4, such that 0 = No extent, 1 = little extent, 2 = Moderate extent, 3 = Great extent and 4 = Very great extent.

The preference of questionnaire was based on the fact that respondents literate and were able to complete them with minimal help. Questionnaires ensured confidentiality. Another advantage of these choice of the questionnaire is that they is cost effective in terms of time and finances while reaching out to relatively larger samples.

On the other hand, interview guide was used because it obtains a great deal of information and permits probing. It allows repeat or rephrasing of questions to be understood better. Although it is time consuming, it was on donor agency representatives who were key informants.

3.6 Data collection Procedure

The researcher collected primary data through field research that was enabled by a student introduction letter from University of Nairobi (UoN) and a permit from the National Council for Science, Technology and Innovation in the state department of higher education, science and technology (NACOSTI). The researcher then made familiarization visit to create a rapport with managers in the selected study area. This made the process acceptable and easier. After this the researcher carried out the study by first seeking consent from the participants by using the introduction letter before administering the questionnaires. The researcher reassured them of confidentiality.

3.7 Validity of instruments

According to Gray (2009), validity is the extent to which an instrument measures exactly what it is supposed to measure. The study adopted and used content validity with the help of experts at UoN. A study instrument was also pretested on 15 respondents within the study area, who would not participate in the main study. In determining content validity of the instrument, the researcher used a pilot group by randomly selecting 5 CBO project respondents from the managers' category, and 10

respondents from the beneficiaries' category (10% of 156) with similar characteristics of the sample size.

3.8 Reliability of instruments

Reliability is a data quality dimension that shows the degree of consistency and precision in which the measuring of the instrument indicates under same circumstances. Same research respondents using the same instrument should generate the same results under identical conditions (Hasson, & Keeney, 2011). Data collected was then entered into the Statistical Package for Social Science (SPSS) to determine the reliability of the tool. Cronbach's Alpha Coefficient (2004) was performed to assess the internal consistency, where a score of 0.7 and 10 items was then achieved and considered that the instrument is reliable for the study (Sun *et al.*, 2007).

Table 3.2 Reliability Test Statistics

Cronbach's Alpha	No. of Items
0.7	10

3.9 Data analysis techniques

Since the researcher adopted mixed data collection method (qualitative and quantitative), the analysis also took the same approach. Data collected was checked for completeness and then entered into the computer using SPSS version 20.

3.9.1 Quantitative data analysis

Quantitative data was analysed through descriptive statistics. Information on background of the respondents was analysed through descriptive statistics analysis that included percentages, frequencies, and means. Tables and histograms were used for data presentation.

3.9.2 Qualitative data analysis

Qualitative data from interview guide and was analysed based on content analysis from the responses obtained from interviews and open ended items in the questionnaire. The responses transcribed and categorized based on emerging themes.

3.10 Ethical consideration of the study

Before the instruments' administration, the researcher sought for the permission through a letter of authority from NACOSTI and the university to conduct the research. Besides, the respondents were asked to give consent to their willingness to participate in the study freely. The participants were asked not to write names for privacy reasons. The researcher also made sure the information given was used for academic purpose only and that no access to the information was allowed except for the data after analysis. Authorization for the study was also sought from the CBO project supporting girl child in Ganze Sub-County.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter reports the finding of this research study on managers' strategies on sustainability of donor funded CBO projects: a case of girl child support CBO projects in Kilifi County, Ganze sub-county, where the findings were presented after extensive data analysis process and the presentation begins by describing the respondents' demographic characteristics, influence of resource mobilization on sustainability of donor funded CBO projects, the influence of building the capacity of CBO projects' managers and finally the influence of CBO beneficiaries involvement on sustainability of donor funded CBO projects in Ganze sub-county.

4.2 Response Rate

The study targeted three categories namely of respondents; CBO project managers, Donor agencies' representatives and CBO beneficiaries from Ganze Sub-county. Table 4.1 presents the distribution of the respondents in their respective categories.

Table 4.1 Distribution of the respondents response rate

No.	Participants	Sampled population	Response Frequency	Percentage
a.	CBO Project managers	65	53	81.5
b.	Donor agencies' representatives	12	8	66.7
c.	CBO Beneficiaries	93	88	94.6
Total		170	149	

From Table 4.1, the study had a fair representation of the population. According to Mugenda & Mugenda, (2003), when the response rate of a study is 50%, it means it is adequate for analysis and when it is 70% and above it is considered excellent for statistical reporting, thus this study's response rate of percentages : 81.5%, 66.7% and 94.6% was sufficient.

4.3 Demographic Information

This section presents findings on the demographic information and characteristics of the respondents in the study sample. The characteristics studied were mainly the respondents' age, gender, level of education and length of time worked or years stayed in Ganze sub-county for beneficiaries.

4.3.1 Gender of respondents

Table 4.2 indicates the gender of the respondents in the study.

Table 4.2: Distribution of respondents by gender

Participants Gender	A Managers		B Beneficiaries		C Donor Rep.	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
	Male	27	50.9	49	55.7	6
Female	26	49.1	39	44.3	2	25
Total	53	100	88	100	8	100

Table 4.2 shows that most of the respondents from the managers' category were male at 50.9% while female respondents from the managers' category were 49.1%. From the beneficiaries' category, 55.7% respondents were male while 44.3% were females. On the other hand, 75% from the Donor representatives' category were male while 25% was made up of female respondents.

From the table, it shows that activities of CBO projects are dominated by men. However, it is important to note that the gender variation of the study has been achieved according to the Kenya constitution regarding the two third gender government regulations. This is evident enough to facilitate quality of decisions made to support the growth and sustainability of the girl child support CBO Projects.

Beneficiaries recorded more male at (55.7%) against their female counterparts at (44.3%) because most household that were randomly picked were headed by male respondents while some were beneficiaries by virtue of being employed by the girl child support CBO projects. Another factor that contributed to this is the cultural setup of the Coastal communities where men are pre-dominant as opposed to women.

4.3.2. Age of respondents

The categories of respondents' age were discussed in four categories. Table 4.3 represents the age of respondents.

Table 4.3: Distribution of respondents by age

Participants Age	A Managers		B Beneficiaries		C Donor Rep	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
18-25	5	9.4	19	21.6	0	0
26-35	13	24.5	40	45.5	2	25
36-45	17	32.1	21	23.9	3	37.5
46 and above	18	34	8	9.1	3	35.5
Total	53	100	88	100	8	100

Table 4.3 shows that the highest number of respondents from CBO projects' managers category were from the 46 and above years category making a total of 18 with 34%, from the beneficiaries respondents, a majority was between the age of 26 and 35 years with 45.5% whereas from the donor agencies representatives a majority of respondents were between the 36-45 and 46 and above years' brackets thus both 37.5% each. In this study therefore, the management of the CBO projects whose main role is decision making (Managers and donor agencies representatives), a majority are adults at 34% and 73% respectively. However, a majority of the CBO projects beneficiaries were youth which was a total of 67.1%.

The age group with the least number of respondents under the managers category was between 18-25 years making 9.4%, whereas for the beneficiaries respondents was 46 years and above while the donor agencies representatives' least age group was 26-35 years since there was no recorded respondents falling between 18-25 years from the latter.

4.3.3 Education level of respondents

The respondents were required to respond on the level of their education and responses are shown in Table 4.4.

Table 4.4: Distribution of respondents by highest education level

Level of Education	A		B		C	
	Managers		Beneficiaries		Donor Reps	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
O-level	0	0	16	18.2	0	0
Diploma	10	18.87	46	52.3	1	12.5
Undergraduate	28	52.83	18	20.5	3	37.5
Postgraduate	15	28.3	8	9.1	4	50
Total	53	100	88	100	8	100

Table 4.4 illustrates that the highest number of managers had up to an under-graduate level of education representing 52.8%, a majority of the beneficiaries had Diploma education whereas a majority of donor agencies representatives had postgraduate education. On this, the least from managers had at least a Diploma at 18.87%, the least number of beneficiaries had post-graduate education at 9.1% while the least number of donor agencies respondents had Diploma education with 12.5%.

From this research, a majority respondents with the decision making responsibility were learned and thus could understand and participate effectively in the study.

On the other hand, it was noted that a total of 29.6% of beneficiaries were undergraduates and postgraduates. This was attributed to the fact that they had gone beyond the support they had received from these CBO projects and advanced in academics.

4.3.4 Participants Distribution by Location/Area of Residency

Respondents were asked about their residency as far as Ganze Sub-county is concerned and Table 4.5 presents the responses.

Table 4.5: Participants' location in the last 5 years

Participants Location	A		B		C	
	Managers		Beneficiaries		Donor Rep	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Within the Sub-county	45	85	84	95.5	6	75
Outside the Sub-county	3	6	0	0	1	12.5
In and out of the Sub-county	5	9	4	4.5	1	12.5
Total	53	100	88	100	8	100

Table 4.5 shows that most respondents resided in Ganze Sub-county for the past five years at 85%, 95.5% and 75% in the order of CBO projects' managers, beneficiaries and donor agencies representatives respectively. This means that a majority of the respondents come from the sub-county under study.

On the other hand, 9% of managers were engaged in different sub-counties field visits, 4.5% of beneficiaries had academic had academic programs on-going in other towns within the past 5 years while 12.5% of the donor agencies representatives had been engaged in extensive benchmarking activities within the past 5 years by the time this study was being carried out.

4.4 Influence of Resource Mobilization Strategies on sustaining donor funded girl child support CBO Projects

This section of presentation of results is based on the objective that aimed to establish the extent at which resource mobilization strategies by CBO project managers affect sustainability of CBO projects in Ganze- Sub-county. The section begins by presenting results on resource mobilization strategies implored by the managers, main projects or programs or activities supported by the funds from resource mobilization, and findings on resource mobilization are presented next.

4.4.1 CBO project managers' resource mobilization strategies in sustainability of donor funded CBO projects.

Resource mobilization strategies by CBO project managers on sustainability of donor funded CBO projects was categorized into five. The distribution is presented in Table 4.6.

Table 4.6: Distribution of resource mobilization strategy.

Resource mobilization strategies	Frequency	Percentage
Member contribution	10	18.9
Community donation and contribution	11	20.8
Local funding including government	8	15.1
International funding	14	26.4
Others (others including individual donations)	10	18.9
Total	53	100

Table 4.6 illustrates that 18.9 % of the respondents implored member contribution as a strategy of resource mobilization, 20.8 % used Community donation as a resource mobilization strategy, 15.1% used local funding strategy which included disbursement from the government, 26.4 % used international funding and 18.9 % other funding like individual donations or funding. The results indicate that a majority of managers (26.4%) rely on international funding as a resource mobilization strategy. Results show an increase in Local and government contributions. Odeyo and James (2018), concur that resource mobilization is crucial in the success of projects. Due to a reduction in funding due to government restrictions, some Donors reverted to using government structures to reach the community rather than using local CBOs (Mbugua, 2017).

These results indicate that international funding strategy was the highest score that the respondents rated as source of funds for the existing girl child support CBO projects in the Sub-County. However, this narrative could change and ensure that indeed donor funded girl child support CBO projects are sustainable through local sources such as

member contribution, community donations and contributions and local funding including the Government and individual contribution whose total mark-up was 73.7%.

4.4.2. Programs Supported by the Funds Realized from the Resource Mobilization Strategies

Table 4.7 shows the programs supported by the funds realized from resource mobilization strategies.

Table: 4.7: Programs Supported by the Funds Realized from Resource Mobilization Strategies

Variable	Frequency	Percentage
Employment of staff	13	24.53
Building capacity of managers	12	22.64
Mobilizing for more resources	10	18.87
Implementing projects	18	33.96
Total	53	100

From Table 47, it was found that most of the funds realized from the resource mobilization, thus above 33.9% are used to implement projects, 24.5% are used to employ the staff working on the projects, 22.6% are used to build the capacity of staff especially project managers to implement the projects whereas 18.8% are used to mobilize for more funds that will help implement projects. According to this research, respondents envisioned to implement projects to completion and achieve the goals they set by targeting most of the resources 33.9% to direct implementation of projects and even other activities like investing 24.53% in ensuring that they have the staff to implement the projects and 22.64% of the investments goes to building the capacity of these employees.

4.4.3 The Extent to which Resource Mobilization Strategies by Managers Affect CBO Projects Sustainability.

Table 4.8 illustrates the extent of agreement of the Managers to the statements relating to resource mobilization strategies by managers on sustainability of donor funded girl child support CBO projects in Ganze Sub-county.

Table 4.8: Managers' Resource mobilization strategies and how they affect CBO Projects Sustainability

Funding Strategy	N	Mean	Std. Deviation	Variance	Std. Error Mean
Members contribution	53	2.70	1.186	1.407	.163
Community donations and contribution	53	2.74	1.077	1.160	.148
Local funding including government	53	2.45	1.084	1.176	.149
International funding	53	2.62	1.042	1.086	.143
Other funding strategies (individual funding)	53	2.04	1.126	1.268	.155

Table 4.8 shows that the majority of the respondents from the managers' category felt that community donations and contribution was a key strategy for sustaining CBO projects in the community with a mean of 2.74. A second group of respondents agreed with a mean of 2.70 that CBO member contribution is a strategy of resource mobilization that affects sustainability of CBO projects. A third group of respondents with a mean of 2.62 agreed that international funding strategy by the CBO managers affect sustainability of CBO projects. A fourth group with a mean of 2.45 agreed that local funding especially by the government affect sustainability and finally a fifth group of respondents with a mean of 2.04 agree that other strategies such as individual funding and contribution affect sustainability of CBO projects in Ganze Sub-County.

It further indicates the standard deviation (SD) and variance of the findings. It is clear that respondents gave varying responses as to the extent to which resource mobilization strategies by CBO managers affects sustainability of CBO projects in Ganze- Sub-county with international and community donations resource mobilization strategies indicating the lowest SD of 1.042 and 1.077 respectively and corresponding variances of 1.086 and 1.160 respectively. The study found out that the topmost resource mobilization strategies that highly affect the sustainability of CBO projects are community donation and contribution and member contribution. These are key strategies because they help the CBO members and community at large to own and benefit from the projects.

4.4.4 Beneficiary involvement in resource mobilization strategies by the CBO managers

Table 4.9 shows the beneficiaries response on their level of involvement when it comes to resource mobilization strategies.

Table 4.9: Beneficiaries involvement in resource mobilization strategies by CBO managers.

Beneficiaries involvement	Frequency	Percentage
No involvement	27	30.7
Low involvement	33	37.5
Medium involvement	11	12.5
High involvement	8	9.1
Very high involvement	9	10.2
Total	88	100

Table 4.9 shows that there was a low involvement of beneficiaries at 37.5% in resource mobilization processes, 30.7% felt that they were not involved, 12.5% had medium level of involvement, whereas 10.2% were involvement very much and 9.1% had a high involvement in resource mobilization processes.

4.4.5 Donor agencies role in the development of resource mobilization and acquisition strategies and capacity to sustain CBO projects beyond donor funding.

A total of 8 respondents from donor agencies were sampled and interviewed separately on their strategies to help CBO managers develop resource mobilization and acquire resources and skill to sustain donor funding beyond the donor's support. The representatives highlighted that they have been developing policies that ensure CBO projects are only funded if they have or demonstrated their strategy and efforts through their programs that they are sustainable. On the other hand the issue of building the capacity of managers to develop problem oriented project proposals came out from the interview.

A male representative said that *“we have funding guidelines that filter our grantees to ensure that they have strategies and efforts of local funding before we fund them”*

A female representative said that *“we have also initiated a capacity building strategy to ensure our grantees have the capacity to design funding strategies that for example design project proposals that are sustainable and generate impact that brings solution to the intended problems”*

4.5 Influence of building capacity of CBO managers on sustainability of CBO projects.

This section presents data on the influence of building the capacity of CBO project managers in project management dimensions and its effect on sustainability of CBO projects in Ganze Sub-county. First, data on the management needs assessment programs followed by the project management capacity building dimensions is presented as per the managers' and beneficiaries' responses.

4.5.1 Management needs assessment programs

This study sought to find out if managers take time during planning period of the projects to assess management needs before coming up with a capacity building programme. Figure 2 presents the results.

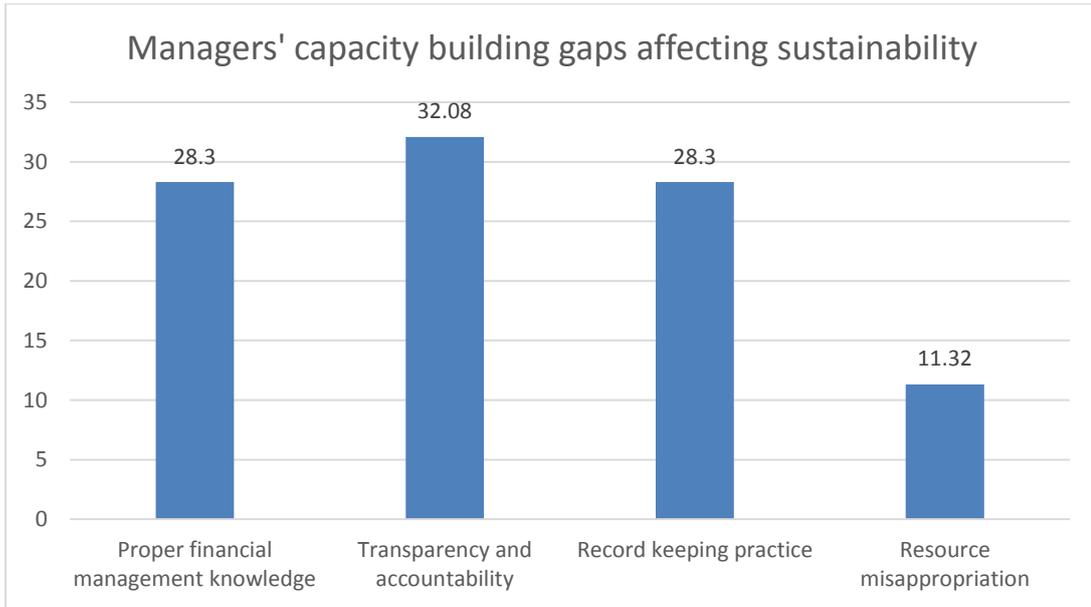


Figure 2: Management needs assessment programs

From Figure 2, managers felt that there was a big gap for capacity building on transparency and accountability among the managers which had 17 (32.08%). Another gap was exhibited in proper financial management skills and poor record keeping that had 15 (28.30%) each, and finally resource misappropriation gap that had 6 (11.32%). From Figure 1, transparency and accountability are an important combination in ensuring project sustainability. From this Figure 1, it is necessary to fill the existing gap in management through building the capacity as confirmed by (Goedknecht, 2013).

Figure 3 on the hand shows the training needs that were identified by respondents during the last planning done a few months prior to this study.

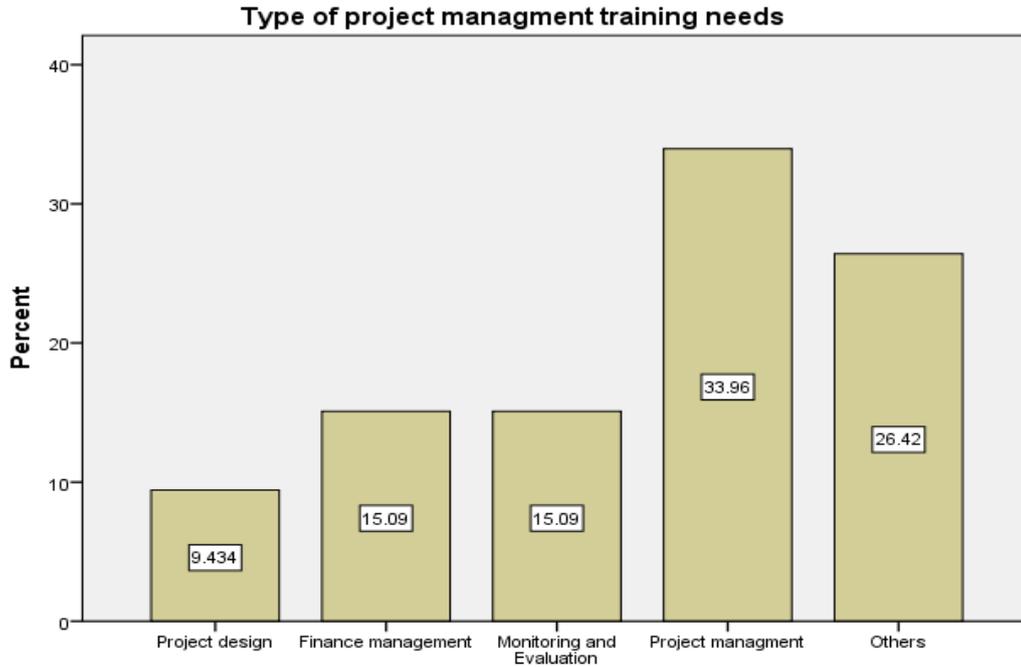


Figure 3: Types of Project Management Training Needs

Figure 3 shows that 18 (33.96%) of CBO project managers wanted to know more about practical management of the CBO projects, 14 (26.42%) wanted to know other issues of project management such as procurement and planning, 8 (15.09%) wanted to know about monitoring and evaluating projects with another equal number of 8 (15.09%) each wanting to know more about project finance management and finally 5 (9.43%) wanted to know the process of project design. From the figure, it is clear that a majority of managers were determined to make projects better and by being trained in practical management of CBO projects it would improve their leadership and decision making skills.

4.5.2 Building capacity dimensions that affect sustainability of donor funded CBO projects.

To find out the extent at which building the capacity of CBO managers in key management dimensions affects sustainability of CBO projects in Ganze Sub-County, the study used a likert scale in which 4, 3, 2, 1 and 0 represented continuum scores for Very Great Extent, Great Extent, Moderately Extent, Low Extent and No Extent respectively. The interpretation is that, mean illustrates the extent to which the respondents agreed or disagreed with the statement on the likert scale that show the

extent at which building the capacity of CBO managers in key management dimensions affects sustainability of CBO projects in Ganze Sub-County. Table 4.10 presents the statistics after analysis of responses. Table 4.10 shows areas of management that affect sustainability of CBO projects.

Table 4.10: Project Management Training Dimensions that Affect Sustainability

Capacity building area	N	Mean	Std. Deviation	Variance	Std. Error Mean
Proper financial management skills	53	2.64	1.194	1.427	.164
Transparency and accountability	53	2.66	.979	.959	.135
Proper record keeping practice	53	2.68	1.140	1.299	.157
Effective resource management	53	2.83	.914	.836	.126

Table 4.10 shows that a majority of managers with a mean of 2.83 agreed that building the capacity of project managers in the dimension of effective resource management skills would affect sustainability of CBO projects. This was followed by managers with a mean of 2.68 who agreed that the capacity of managers in proper record keeping practice dimension affect CBO projects' sustainability. Managers with a mean of 2.66 agreed that building the capacity of the managers in the dimension of transparency is a strategy that affects sustainability of CBO projects and finally managers with a mean of 2.64 felt that building the capacity of managers in proper financial management affects the sustainability of CBO projects. This close variation in mean indicates how important all these dimensions are for the managers to ensure sustainability of CBO projects.

The table further indicates the standard deviation (SD) and close variance of the findings. Respondents gave varying responses that were rather close to each other. Effective resource management dimension recorded the lowest SD of 0.914 and corresponding variances of 0.836 respectively. Although the mean difference was too

small the study found out that the topmost capacity building dimension is effective resource management with a mean of 2.83. This is an important dimension that ensures every little resources gotten to implement projects are well spent and all projects implemented to completion to achieve the anticipated goal by the project.

Table 4.11: Extent to which Project Management Training Dimensions that affect Sustainability

Table 4.11 is the Likert’s scale on the presentation of the key project management training dimensions that affect sustainability where the responses were rated on the scale from 1 – No extent (N), 2-Low extent (L), 3-Moderate extent (M), 4- Great extent (G) and 5- Very great extent (VG).

Table 4.11: Extent to which Project Management Training Dimensions that affect Sustainability

Training dimension	N		L		M		G		VG	
	f	%	f	%	f	%	f	%	f	%
Proper financial management skills	0	0	14	26.4	8	15.2	14	26.4	17	32
Transparency and accountability	0	0	8	15.1	13	24.5	21	39.6	11	20.8
Proper record keeping practice	0	0	13	24.5	6	11.3	19	35.8	15	28.3
Effective Resource management	0	0	4	7.5	15	28.3	20	37.7	14	26.4

Table 4.11 indicates that to a very great extent, at 32% managers felt that proper financial management skills was a training dimension that affected sustainability of CBO projects. There was a great extent that transparency accountability contributed to

sustainability of CBO projects with 39.6%. Proper record keeping practice and effective management training dimensions affected sustainability of projects at a great extent of 35.8% and 37.7% respectively.

4.5.3 Extent to which managers’ knowledge and skills in project management affects sustainability of CBO projects according to beneficiaries.

Respondents were asked the extent to which managers’ knowledge and skills in project management affected sustainability of CBO projects.

Table 4.12: Distribution of Beneficiaries response on building the capacity of managers

Variable	Frequency	Percentage
Strongly disagree	10	11.4
Disagree	19	21.6
Neither agree nor disagree	19	21.6
Agree	16	18.2
Strongly agree	24	27.3
Total	88	100

Table 4.12 shows that a majority of beneficiaries at 27.3% strongly agreed that building capacity of project managers affected sustainability of projects in Ganze Sub-county, 21.6% either disagreed or were indifferent, whereas 11.4% and 18.2% beneficiaries strongly disagreed or agreed respectively. Indeed, beneficiaries felt that building the capacity of managers influences sustainability of the girl child support CBO projects.

4.5.4 Donor agencies building capacity strategies that help CBO project managers effectively manage funded projects to sustain community impact beyond your funding.

A total of 8 respondents from different donor agencies responded to this and indicated that, some funding agents have strategies to help build the capacity of CBO project managers in managing CBO projects and achieve impact. Some of the strategies that came out from the interviews included: Initiating project management workshops, short courses in project management, establishing a capacity assessment and improvement strategy and funding and encouraging promotion on merit and capacity.

A female respondent indicated that *“In the initial phases before funding we carry out a project management assessment and work with the managers to help improve their project management skills that will ensure impact and sustainability”*

Another female responded said that *“ we have established project management workshops and short courses that are virtual which we always encourage CBO managers undertake before we give them resources to implement the projects”*

A male respondent said that *“Although we do not get into internal affairs of the CBO internal project management affairs, we advise that promoting staff to management responsibilities should be based on competency and capacity in order for the project to be effectively managed by professionals”*

4.6 Influence of involvement of Beneficiaries strategy on sustainability of CBO projects.

This section of presentation of results is based on the objective that aims to investigate the extent at which beneficiary involvement strategies by CBO managers in key project management stages affect sustainability of CBO projects in Ganze Sub-County. The section begins by presenting results on involvement of beneficiaries in key project management stages, beneficiary roles in project management and presenting results on the extent at which beneficiary involvement in key project management stages affect sustainability of CBO projects in Ganze Sub-County

4.6.1 Extent to which Beneficiary Involvement in Key Project Management Stages Affect Sustainability of CBO Projects

Managers were asked about the involvement of beneficiaries in CBO project operations as far as sustainability is concerned. Table 4.13 presents the results.

Table 4.13: Distribution of Beneficiaries response on building the capacity of managers

Variable	Frequency	Percentage
Project design	18	20.75
Project activity planning	20	22.64
Project activity implementation	28	32.08
Monitoring and evaluating project results	17	18.87
Project lessons analysis and close-up	5	5.66
Total	88	100

Basing on Table 4.13, the study revealed that beneficiaries are involved in the following stages of project management. 32.08% of the managers agreed that beneficiaries were involved and participated in implementation of project activities, 22.64% agreed that beneficiaries were involved in planning of the program activities, 20.75% agreed that beneficiaries were involved in project design, 18.87% agreed that beneficiaries' involvement in monitoring and evaluation of projects was evident and 5.66% of the managers agreed that beneficiaries were involved in analyzing the lessons of the project and close-up

4.6.2 Beneficiaries Participation in Project management

Respondents from the managers' category were asked on the beneficiaries' roles in the project management as far as project sustainability is concerned. Table 4.12 presents the results.

Table 4.14: Beneficiary Participation in Project Management

Beneficiaries participation in project management	Frequency	Percent
Help in programs design	8	15.1
Help in monitoring and evaluation of program results	9	17.0
Provide human resources to the project	10	18.9
Help financing the projects	8	15.1
Provide security	8	15.1
Help implement the projects	10	18.9
Total	53	100.0

From Table 4.14, the study found out that whenever the beneficiaries were involved in the key stages of project management, the following are the roles they play while participating in the different stages, 15.1% of the managers felt that beneficiaries should help in program design, 17% felt that beneficiaries help in monitoring and evaluation of program results, 18.9% felt that beneficiaries provide human resources to the implementation of the project activities, 15.1% felt that beneficiaries help finance project activities, another 15.1% provide security to the project and another 18.9% of the respondents felt that beneficiaries help in practical implementation of the project activities.

4.6.3 Influence of beneficiary involvement in the project management stages on sustainability of CBO projects

To investigate the extent to which beneficiary involvement strategy by CBO project managers in key project management stages influence sustainability of CBO projects in Ganze Sub-County. The study used a likert scale in which 4, 3, 2, 1 and 0 represented continuum scores for Very Great Extent, Great Extent, Moderately Extent, Low Extent and No Extent respectively. This enabled the tabulation and interpretation of the responses from the study tool. The statistics derived from the responses in the study tool are mean, standard deviation and the variance. The analysis to compare mean was done by help of SPSS software and the interpretation is that, mean illustrate the extent

to which the respondents agreed or disagreed with the statement on the likert scale that shows the extent at which beneficiary involvement strategies by CBO managers in key project management stages affect sustainability of CBO projects in Ganze Sub-County. Table 4.15 shows the results on the extent of influence of beneficiaries' involvement in project management stages on sustainability of CBO projects.

Table 4.15: Extent of the influence of beneficiaries' involvement in the project management stages on sustainability of CBO projects

Project management stages	N	Mean	Std. Deviation	Variance	Std. Error Mean
Project design	53	2.11	1.103	1.218	.152
Project activity planning	53	2.74	1.179	1.390	.162
Project activity implementation	53	2.58	1.117	1.247	.153
Monitoring and evaluating projects results	53	2.09	1.024	1.049	.141
Project lessons analysis and close-up	53	2.36	1.145	1.311	.157

Table 4.15 shows that a majority of managers, at a mean of 2.78 agreed that involving beneficiaries in project activity planning affects sustainability of CBO projects. Managers at a mean of 2.58 agreed that involving beneficiaries in the implementation of projects affects CBO projects sustainability, another with a mean of 2.36 agreed that involving beneficiaries in the process of project close-up and analysis is a key strategy that helps reach sustainable projects in the community. There was a considerable number of managers who recorded a mean of 2.11 that felt involving beneficiaries in project design affects the sustainability of CBO projects and finally managers with a mean of 2.09 believed that involving beneficiaries in monitoring and evaluation of project results in sustainability.

The findings of this study show a considerable variation in mean which indicates that it is important to involve beneficiaries in all the stages of project management because

they contribute to sustainability of CBO project because at each stage, they have a very important role that helps them feel part and parcel of the project decision making thus they feel part of the owners. From the table looking at the standard deviation and variance respectively, the lowest SD records 1.024 and 1.103 variance respectively. This indicates that there is a considerable number of the respondents that agree indeed involving beneficiaries in all the stages has a great influence to the sustainability of CBO project.

Table 4.16 illustrates that there is a high percentage of response on the project activity planning and implementation especially on the high scale from 1 – No extent (N), 2- Low extent (L), 3-Moderate extent (M), 4- Great extent (G) and 5- Very great extent (VG).

Table 4.16: Likert Scale responses summary on the extent to which beneficiaries’ involvement in the project management stages affects sustainability of CBO projects.

Project management Stages	N		L		M		G		VG	
	F	%	F	%	F	%	F	%	F	%
Project design	3	5.7	15	28.3	13	24.5	17	32.1	5	9.4
Project activity planning	2	3.8	8	15.1	9	17	17	32.1	17	32.1
Project activity implementation	3	5.7	4	7.5	18	34	15	28.3	13	24.5
Monitoring and evaluating projects results	3	5.7	12	22.6	19	35.8	15	28.3	4	7.5
Project lessons analysis and close-up	3	5.7	9	17	17	32.1	14	26.4	10	18.9

From Table 4.16, to a great extent (32.1%), managers felt the involvement of beneficiaries in project design had an impact on the sustainability of projects. On involvement of beneficiaries in project activity planning, 32.1% of managers felt that

to a very great extent it affected sustainability of projects, on a moderate extent, a majority of managers at 34.0%, 35.8% and 32.1% felt that involvement of beneficiaries in project activity implementation and monitoring, evaluating projects' results and project lessons analysis and close-up had a positive impact on sustainability of projects.

Lewis, (2004) confirms that involvement of beneficiaries in the project management stages such as during project design, project activity planning, project activity implementation and monitoring, evaluating projects' results and project lessons analysis and close-up positively influence sustainability of donor funded CBO projects.

4.6.4 Extent to which involvement of beneficiaries in management of key project phases like design, implementation, monitoring and evaluation affected sustainability of donor funded CBO projects.

The sampled 88 beneficiaries were asked on their involvement in the management of key project phases like design, implementation, monitoring and evaluation and the effect on sustainability of projects. The extent of this is presented in Table 4.17.

Table 4.17: The extent to which involvement of beneficiaries in management of key project phases like design, implementation, monitoring and evaluation affects sustainability of projects.

Variable	Frequency	Percentage
No extent	11	12.50
Little extent	9	10.23
Moderate extent	23	26.14
Great extent	25	28.41
Very great extent	20	22.73
Total	88	100

From Table 4.17, this research study found that a majority of beneficiaries at 28.41%, to a great extent, their involvement in key management phases affected the sustainability of projects in Ganze Sub-county. To a moderate extent, 26.14% of the beneficiaries' involvement in the key project management phases affected sustainability of project whereas 22.73% were of the opinion that to a very great extent, their involvement affected projects' sustainability. Lastly, 12.5% and 10.23% of the

beneficiaries' category felt that to no extent and little extent respectively did their involvement in key project management phases affect sustainability of projects. A study in Uganda on sustainability of HIV projects indicated the same results that beneficiary involvement helps managers to learn the needs, implementation challenges, identify buy in and contribution of the beneficiaries towards sustainability of the project (Dunford, 2001; Richter, Manegold & Pather, 2004; Surr *et al.*, 2002). However, Pearce *et al.* (2013); Bhati (2005) affirm that sustainability depends on the local people taking control over project operations and without participation, community development initiatives are unlikely to be sustainable. Community participation in decision making process should be simple and considerably modified (Jean, 2005).

4.6.5 How the Donor agencies ensures that CBO managers involve beneficiaries in the project processes to ensure sustainability of impact beyond funding.

A total of 8 respondents responded to this question and indicated that donor funding agents have ways of ensuring involvement of beneficiaries by the CBO managers. The issue of project evaluation to establish the beneficiaries' involvement was the main theme that played around all the respondents. A male respondent said that: *"we only use baseline and end of the project evaluation to see how best the project managers involved the beneficiaries in project management process"*

Another male respondent said that: *"we funded one of the CBOs in this Sub- county and assessed the end of project beneficiaries' involvement through mid and end of term evaluation we realized that there was minimal involvement of beneficiaries"*

4.7 Correlation Analysis by CBO project managers

The correlation analysis by project managers is presented in Table 4.18

Table 4.18: Correlation Analysis of variables by project managers

Variables		Sustainability of donor funded CBO projects	Beneficiaries' involvement strategies	Resource mobilization strategies	Capacity building strategies
Sustainability of donor funded CBO projects	Pearson Correlation Sig. (2-tailed)	1.000			
Beneficiaries' involvement strategy	Pearson Correlation Sig. (2-tailed)	.599* 0.002	1.000		
Resource mobilization strategy	Pearson Correlation Sig. (2-tailed)	.640* 0.001	0.106 0.731	1.000	
Capacity building strategy	Pearson Correlation Sig. (2-tailed)	.812** 0.001	0.375 0.207	0.501 0.081	1.000

** Correlation is significant at the 0.01 level (2-tailed).

The correlation results from Table 4.18 shows that resource mobilization strategy and sustainability of donor funded CBO projects was positively and significantly associated ($r=.640$, $p=0.001$). Building capacity of CBO managers strategy and sustainability of donor funded projects was positively and significantly associated ($r=.812$, $p=0.001$). Moreover, beneficiaries' involvement strategies and sustainability of donor funded CBO project ($r=.599$, $p=.002$).The results are in agreement with the findings of Rose, Persson, Heeager & Irani (2015) who revealed that project beneficiaries are important for project success because their input to a project's needs is both hard and soft in nature. Also, Rose *et al.* (2015) noted that project may affect the beneficiaries in both negative and positive ways hence their impact is taken to be immense if a project's sustainability is ever to be achieved.

CHAPTER FIVE: CONCLUSIONS, RECOMMENDATIONS AND SUGGESTION FOR FURTHER STUDIES

5.1 Introduction

This chapter presents the summary of research findings, discussion of key findings, conclusions made from the study, give key recommendations for policy and practice in project management and suggestion for further studies in the research field.

5.2 Summary of study

The main goal to carry out this research was to establish managers' strategies in ensuring sustainability of community based donor funded projects in Ganze Sub-County, Kilifi County. The study sampled a case of CBOs with girl child donor funded projects. The study was then guided by three specific objectives: to determine the extent at which resource mobilization strategies by CBO managers affect sustainability of CBO projects, to establish the extent to which building the capacity of CBO managers in key management dimensions affects sustainability of CBO projects and to assess the extent to which beneficiary involvement strategies by CBO managers in key project management stages affect sustainability of CBO projects in Ganze Sub-County. The study used the following research questions: How does resource mobilization strategies by CBO managers affect sustainability of CBO projects in Ganze- Sub-county? To what extent does building the capacity of CBO managers in key management dimensions affect sustainability of CBO projects in Ganze Sub-County? Finally, what role do the beneficiaries play in management of key project management stages that affect sustainability of CBO projects in Ganze Sub-County? The Researcher adopted a descriptive research design where the dependent variable was managers' strategies on sustainability of donor funded CBO projects while the independent variables comprised of resource mobilization, building capacity of managers and involvement of beneficiaries. The population of this study comprised of managers of CBO projects, beneficiaries of the CBO projects and donor agencies representatives in Ganze Sub-county.

A total of fifty eight (58) questionnaires, both open-ended and close-ended were administered to CBO projects' managers, ninety (90) CBO projects' beneficiaries and an interview guide was presented to eight (8) donor agencies representatives. Descriptive statistical analysis methods such as frequency distribution, means and

percentages were used to analyze the results of the study where presentation was done using tables and figures. Data analysis was conducted using Statistical Package for Social Science (SPSS) to obtain means of the dependent variables on the independent variable. The summary of the study is hereby presented next.

5.2.1 Influence of resource mobilization strategies in sustaining CBO donor funded projects

The study findings showed that the managers within girl child support project in Ganze Sub-County implored the following resource mobilization strategies: Member contribution, Community donation and contribution, local funding including funding from government, international funding and other funding strategies like individual funding. The managers did this in order to get enough funds that would sustain CBO projects and achieve the desired goal set in the beginning of the project after needs assessment. This study however found out that most CBO managers rely on funds from international donors and thus immediately the international donors' withdrawal funding, implementation of CBO project stops thus affecting sustainability of projects supported by donor supported funds. This study is consistent with a study that was done in South Africa to evaluate the sustainability of donor funded water projects and the results were similar that no projects existed after the withdrawal of the international donors in most cases (Shediac-Rizkallah & Bone, 1998; Sridhar & Batniji, 2008).

5.2.2 Influence of building the capacity of CBO Managers on sustainability of donor funded projects

This study realized that majority of the CBOs have the following gaps that are likely to affect sustainability of donor funded projects. The CBOs especially management 32.08% showed that managers lack transparency and accountability, 28.30% lacked proper financial management skills, 28.30% poor record keeping practice and 11.03% indicated that there was a challenge of resource misappropriation. There is a clear indication from these findings that lack of transparency and accountability dominate CBO capacity building gaps. Managers therefore expressed need for capacity building in the discussed project management dimensions in order to facilitate effective management that will aid in sustaining donor funded projects within CBOs in Ganze Sub-county. The study showed that 33.96% wanted to know more about practical management of the CBO projects, 26.42% wanted to know other issues of project

management such as procurement and planning, 15.09% wanted to know how to monitor and evaluate projects with another equal number of 15.09% wanting to know how to practically manage project finance and finally 9.43% wanted to know how to design sustainable projects. How to practically manage projects was a key dominating need by the respondents who were managers. This is a clear indication that managers valued the investments they make in order to ensure sustainability. The respondents therefore strongly agreed that building the capacity of managers in effective resource management, proper record keeping practice, transparency and accountability, and proper financial management affect the sustainability of CBO projects to a very great extent. This study is consistent with another study that was done in Kenya to assess the contribution of capacity building to performance of health projects in Kenya. The study showed that indeed capacity building of all the stakeholders in a project contribute to effective management of the projects and achieve desired results that lead to sustainability (Brown & Farrelly, 2009; Evans, Joas, Sundback, & Theobald, 2013; Schulenkorf, 2012).

5.2.3 Influence of beneficiary involvement in Key Project Management Processes on sustainability of CBO Projects

The study revealed that managers involve beneficiaries in the following processes of project management; 32.08% in implementation of project activities, 22.64% in planning of the program activities, 20.75% in project design, 18.87% in monitoring and evaluation of projects results and 5.66% in analyzing the lessons of the project and close-up. Although the study found out that managers over involve beneficiaries in implementation of projects than any other process, it was evident that, when beneficiaries contribute to the project sustainability by 15.1% of the beneficiaries helping in program design, 17% helping in monitoring and evaluation of program results, 18.9% providing human resources to the implementation of the project activities, 15.1% helping to finance project activities, 15.1% provide security to the project and another 18.9% help in practical implementation of the project activities as the sole implementers. The study found out that although involving beneficiaries in planning and implementation of project activity process highly affect sustainability donor funded projects by scoring highest mean and variance of donor, it was also realized involving beneficiaries in other processes like monitoring results and project close up contribute to sustainability of donor funded projects.

5.3 Conclusion

In conclusion, it was noted that out of the three CBO Projects managers' strategies, resource mobilization influenced projects' sustainability in Ganze Sub-county more, followed by involvement of beneficiaries and finally the building capacity of managers.

On resource mobilization, it was concluded that sustainability of projects can actually be achieved through CBO managers' concentration on raising funds locally through own contribution, through local community donations and through support from the Government in initiatives such as an increase in the youth fund allocation and the National Government Constituencies Development Fund.

Further, it was concluded that for projects to be sustainable, building the capacity of managers on training dimensions such as proper financial management skills, transparency and accountability when it comes to resources was important.

Finally, on involvement of beneficiaries, it was concluded that the strategy was more inclined towards having the community own up the processes in project management from the inception of CBO projects thus working together towards ensuring that projects were indeed sustainable to take care of their needs in the long run.

5.4 Recommendations for Improvement

In view of these study results, the following are some of the recommendations;

The CBO project managers should customize more pool for resource mobilization programs to ensure regular availability of resources aimed at ensuring that there is sustainability hence achievement of project goals comfortably.

The County Government of Kilifi should invest a lot of resources to build the capacity of CBO managers in ensuring that they are able to handle all the dimension of project management that contribute to sustainability of CBO projects.

The government of Kenya should reconsider fund restriction but enforce monitoring and auditing processes on CBOs. At the same, the local communities should receive civic and general education on how to monitor projects and participate in various community development projects.

Donor agencies may have to apportion some funds to take care of capacity building in such areas to aid effective operation of the CBOs thus improving sustainability.

The CBO managers may need to rethink their models by which they involve beneficiaries in to the project management process. Emphasis should be put on involvement of beneficiaries in design, planning, implementing, controlling and close-up of projects. This study has shown that involving beneficiaries in all this process make them to play a big role in ensuring sustainability.

5.5 Suggestions for further research

This study examined the managers' strategies on sustainability of donor funded community-based organization projects in Ganze Sub-County in Kilifi. Therefore, another study can be conducted in future to examine managers' strategies on the sustainability of donor-funded community-based organization projects in other sub-counties within Kilifi. Another study can also be conducted to establish the community's influence in project planning, monitoring, evaluation and coordination on the sustainability of donor-funded community-based organization projects in Kilifi County.

Based on the findings of the study, it is also suggested that the same study be carried out on other CBOs in urban settings and a comparison be made.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Phyliss Chibayi Alomba,
P.O. Box 28349 – 00200
Nairobi.
15th October, 2019

Dear Sir/Madam,

RE: INVITATION TO PARTICIPATE IN AN ACADEMIC RESEARCH.

I am a student undertaking a Masters degree at the University of Nairobi. I am conducting a study titled **“Influence of Managers’ Strategies on Sustainability of Donor Funded Community Based Girl Child Support Organization Projects in Kenya – A Case of Girl Child Support CBO Projects in Ganze Sub-County, Kenya.”** I kindly request for your consent to participate in the filling of the given questionnaires.

All data from the survey will be used for academic purpose and your identity will be kept confidential. Therefore, I request you to spend some of your time answering the questions in this questionnaire.

Thank you in advance for your help and co-operation.

Yours faithfully,

Phyliss Chibayi Alomba

APPENDIX II: QUESTIONNAIRE FOR PROJECT MANAGERS.

This questionnaire has statements regarding the managers’ strategies on sustainability of donor funded community-based girl child support organization projects in in Ganze Sub-County, Kenya.

SECTION A: General/Demographic Data

1. Kindly indicate your gender

a) Male b) Female

2. Please indicate the highest level of education you have ever attained

a) O-level b) Diploma c) Under-graduate
 e) Post-graduate

3. What is your age bracket? (Tick appropriately)

18-25 years 26-35 years 36-45 years
 46 and above years

4. What is your residency status for the past 5 years?

a) In Ganze sub-county b) Outside Ganze sub-county
 c) In and out of Ganze sub-county

SECTION B: Resource Mobilization Strategy

Please rate the following statements of resource mobilization in CBO projects in Ganze sub-county.

Statement	1	2	3	4	5
1. The community members rarely provide land as a working site for the donor funded community-based projects					
2. The donors designate person who coordinates donor finance for easy access and minimization of the embezzlement					
3. There is inefficient management of the resources by the project management in the sub-county					
4. The project managers do not look for alternative sources of the funds after withdrawal of the donors					
5. The community are given opportunity to supervise and coordinated the donor funded community-based projects in the sub-county					

SECTION C: Building Capacity of CBO Managers

Please rate the following statements of capacity building in CBO projects in Ganze sub-county.

Statement	1	2	3	4	5
1. The donors train the community on how to get involved in the project's execution					
2. The literate members in the community are the only involved in the designing and implementation of the projects in the sub-county					
3. Donors representatives regularly involve the community beneficiaries to in seminars and workshops about the projects					
4. Most of the community members lack capacity to manage the donor funded community-based projects in the sub-county					
5. Monitoring and evaluation of the donor funded community-based projects in the sub-county is done by non-locals					

SECTION D: Beneficiaries' Involvement

Please rate the following statements of beneficiaries' involvement in CBO projects in Ganze sub-county

Where, 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly agree

Statement	1	2	3	4	5
The community members in the sub-county does not work as a team in the implementation of the donor funded CBO projects					
The illiteracy level within the community has been a major factor that influences the the sustainability of donor funded community- projects in the sub-county					
The community members are rarely involved in the project monitoring and evaluation					

The cultural belief of the community is a key factor that influences the sustainability of donor funded community-based projects in the sub-county					
The community members are not given chances to air out their expectations about the projects.					

SECTION E: Sustainability of Donor Funded CBO Projects

Please rate the following statements of sustainability of donor funded CBO projects in the sub-county

Statement	1	2	3	4	5
1. The survival of the donor funded community-based projects is minimal after the withdrawal of the donors					
2. The sustainability of the donor funded community-based projects depends on the support of the people					
3. Most of the donor funded community-based projects have positive impact to the economy					
4. The completed donor funded CBO projects improves the living standards of the people					
5. The completed donor funded CBO projects normally meet the standards set by the government					

APPENDIX III: QUESTIONNAIRE FOR CBO PROJECTS' BENEFICIARIES.

This questionnaire has statements regarding the managers' strategies on sustainability of donor funded community-based girl child support organization projects in in Ganze Sub-County, Kenya.

SECTION A: General/Demographic Data

1. Kindly indicate your gender
 - a) Male
 - b) Female
2. Please indicate the highest level of education you have ever attained
 - a) O-level
 - b) Diploma
 - c) Under-graduate
 - e) Post-graduate
3. What is your age bracket? (Tick appropriately)

18-25 years 26-35 years 36-45 years 46 and above years
4. What is your residency status for the past 5 years?
 - a) In Ganze sub-county
 - b) Outside Ganze sub-county
 - c) In and out of Ganze sub-county

SECTION B: Resource Mobilization

Please rate the following statements of resource mobilization in CBO projects in Ganze sub-county.

Where, 1= Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree

Statement	1	2	3	4	5
1. Donors are given opportunity to design and monitor the progress of the donor funded community-based organization projects in the sub-county					
2. CBO community beneficiaries encourages the community to participate in giving security and labor for the success of the projects in the sub-county.					
3. Most of the donor funded community-based projects have positive impact in the sub-county					
4. The community members are not forced to participate in the implementation of the projects in the sub-county					
5. The completed donor funded CBO projects normally meet the standards set by the government					

SECTION C: Building Capacity

Please rate the following statements of capacity building in CBO projects in Ganze sub-county.

Where, 1= Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree

Statement	1	2	3	4	5
1. The project donors train the community on how to get involved in the project's execution					
2. The literate members in the community are the involved in the designing and implementation of the projects in the sub-county					
3. Donors representatives regularly involve the community beneficiaries to in seminars and workshops about the projects					
4. Most of the community members lack capacity to manage the donor funded community-based projects in the sub-county					
5. The professionals and experts within the sub-county are regularly involved in monitoring and evaluation of the donor funded community-based projects to assess its standards					

SECTION D: Beneficiaries Involvement

Please rate the following statements of beneficiaries' involvement in CBO projects in Ganze sub-county

Where, 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly agree,

Statement	1	2	3	4	5
1. Donors emphasizes the community members in the sub-county to work as a team in the implementation of the donor funded CBO projects					
2. The illiteracy level within the community has been a major factor that influences the sustainability of donor funded community- projects in the sub-county					

3. The community members are mostly involved in the project monitoring and evaluation					
4. The cultural belief of the community is a key factor that influences the sustainability of donor funded community-based projects in the sub-county					
5. The community members are given chances to air out their expectations about the projects.					

SECTION E: Sustainability of Donor Funded CBO Projects

Please rate the following statements of sustainability of donor funded CBO projects in the sub-county

Statement	1	2	3	4	5
1. The survival of the donor funded community-based projects is minimal after the withdrawal of the donors					
2. The sustainability of the donor funded community-based projects depends on the support of the people					
3. Most of the donor funded community-based projects have positive impact to the community					
4. The completed donor funded CBO projects improves the living standards of the people					
5. The completed donor funded CBO projects normally meet the standards set by the government					

How has been the sustainability of donor funded CBO projects in the sub-county?

Kindly explain

.....

.....

.....

APPENDIX IV: INTERVIEW GUIDE FOR DONOR AGENCIES REPRESENTATIVES.

This section will include an interview to the Representatives from Donor Agencies

1. Kindly indicate your gender

a) Male b) Female

2. Please indicate the highest level of education you have ever attained

a) O-level b) Diploma c) Under-graduate e) Post-graduate

3. What is your age bracket? (Tick appropriately)

18-25 years 26-35 years 36-45 years 46 and above years

4. What is your residency status for the past 5 years?

a) In Ganze sub-county b) Outside Ganze sub-county c) In and out of Ganze sub-county

1. To what level does the donor agencies involve other stakeholders in resource mobilization in Ganze Sub-county? Kindly explain

.....
.....

Are CBO projects' managers involved in proper succession procedures during winding up of donor funding sub-county? Kindly explain

.....
.....

How do the donor agencies ensure that adequate capacity building is offered to CBO projects' managers? Kindly explain

.....
.....

How do the donor agencies advocate for beneficiaries' involvement in the implementation of projects? Kindly explain

.....
.....

APPENDIX V: UNIVERSITY RESEARCH AUTHORIZATION LETTER



UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODeL/NLC/32/223

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

22nd November, 2019

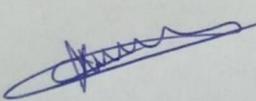
TO WHOM IT MAY CONCERN

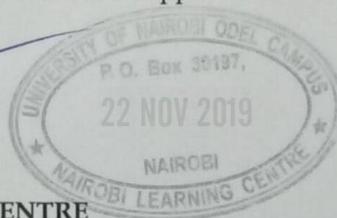
RE: PHYLISS CHIBAYI ALOMBA - REG.NO. L 50/87054/2016

The above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing a Masters course in Project Planning and Management.

She is proceeding for research entitled "*Managers' Strategies on Sustainability of Donor Funded Community Based Organization Projects in Kenya- A Case of Girl Child Support CBO Projects in Ganze, Kilifi County, Sub-County, Kenya.*"

Any assistance accorded to her will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE



APPENDIX VI: NACOSTI RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 713944	Date of Issue: 11/September/2020
RESEARCH LICENSE	
	
<p>This is to Certify that Ms.. Phyliss Chibayi Alomba of University of Nairobi, has been licensed to conduct research in Kilifi on the topic: Managers' Strategies on Sustainability of Donor Funded Community Based Organization Projects in Kenya - A Case of Girl Child Support CBO Projects in Ganze Sub-County, Kilifi County, Kenya for the period ending : 11/September/2021.</p>	
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1. The License is valid for the proposed research, location and specified period
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Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX VII: DONOR AGENCY FORM

NO.	DONOR AGENCY/NAME
1.	Connect to Retain
2.	Talent Tappers (Santa Ngũgũ)
3.	Haki Africa (Eric K. Muriuki)
4.	DIANA REDCROSS ^{MURAS} ^{KENYA} SOCIETY (KLF)
5.	ELIMISHA AFRICA
6.	Moringa w the good post (MTP)
7.	Initiative school in Kenya
8.	Kenya muslim youth Alliance
9.	
10.	
11.	
12.	