

**INFLUENCE OF COMMUNITY PARTICIPATION ON SUSTAINABILITY OF  
DEVELOPMENT PROJECTS BY NON-GOVERNMENTAL ORGANIZATIONS  
IN KENYA. A CASE OF SHOFKO ORGANIZATION IN MATHARE  
INFORMAL SETTLEMENT.**

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**A research report submitted in partial fulfillment of the requirements for the award  
of the degree of Master of Arts in project planning and management of university of  
Nairobi**

**2018**

DECLARATION

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

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## **DEDICATION**

This research project is dedicated to my family for their wonderful support and encouragement. I will always be grateful.

## **ACKNOWLEDGEMENTS**

I am grateful to God almighty for the gift of life and good health during the entire period of the study. I want to thank my able supervisor Dr. Lilian Otieno for the support which made it possible for me to complete this research study. I am also grateful to the SHOFCO organization for their contribution towards the success of this study. Finally I want to appreciate my colleagues and lecturers who participated in one way or another to ensure this journey becomes successful.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>DFRD</b>	District Focus for Rural Development
<b>GB</b>	Grameen Bank
<b>LA</b>	Local Authorities
<b>LASDAP</b>	Local Authority Service Delivery Action Plan
<b>LATF</b>	Local Authority Fund
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOHI</b>	Mission of Hope International
<b>NAP-SMLWR</b>	National Action Plan for Sustainable Management of Land and Water Resources
<b>NGOs</b>	Non-Governmental Organizations
<b>OPP</b>	Outline Planning Permission
<b>PPP</b>	Public Private Partnership
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>US</b>	United States
<b>USAID</b>	United States Agency for International Development
<b>WHO</b>	World Health Organization

## **ABSTRACT**

Lack of community participation has been cited by scholars as one of the key reasons for the failure of donor funded community projects. Project sustainability is a major challenge not only in Kenya, but also in many developing countries. The study sought to find out the influence of community participation on the sustainability of non-governmental organization in Kenya with Shining hope for community organization being the case study. Objectives of the study included, to establish the influence of project planning, labour contributions, communication and capacity building on sustainability of development projects by NGOs in mathare informal settlement. After reviewing the theoretical and empirical studies the study adopted descriptive research design where questionnaire and an interview guide was used to collect information from both members of the community and the Shining Hope for Communities Officials. The research findings establish that there is a positive relationship between community participation and sustainability of the projects. The study made the following recommendation; community participation have significant influence on sustainability projects and therefore any project that intend to benefit informal settlement must involve community participation during the planning meetings, include locals through labour contribution, there should be a clear channel of communication between the organization and other stakeholders which include members of the community and lastly capacity building should be factored during and after the project this will play a huge influence on sustainability of the project.

## CHAPTER ONE:INTRODUCTION

### 1.1 Background of the Study

Community participation is a matter of global concern and the international community have been persuading the developing countries to engage the people in addressing issues that affect their own lives. Community participation approaches have become a major demand by the development agencies the world over; the United Nation, World Bank and other donors. The bottom-up approach has gained currency for its gains in project performance and sustainable development, it makes implementation better than the top-bottom approach. In the global scene, it is acknowledged that the bottom-up approach makes people close to the development activities and entrenches ownership. Globally the Orangi Pilot Project and the Grameen Bank (GB) in South Asia was a good example Uphoff,(1997). Through effective participation by the locals, OPP was very successful and it led to the government along with international agencies replicating its model for urban development in other parts of the country. GB's significant performance resulted to it being copied in other countries of world including US, UK, Australia, China, India and other developed & developing countries. Gohary al. (2006) stated that major public private partnership (PPP) initiatives in the United States has reportedly failed due to community opposition. As a result, it reveals that community s' participation in project is the key to project success and without their input the outcome may not be favorable. In essence, different stakeholders have different levels and types of investments and interests in the project Yang, (2009) which sometimes results to conflicts among the stakeholders.

In Africa, South Africa's community involvement strategy was used as the accepted way of leadership and governance. This meant that the systems used by mayors in charge had to report on how the public views and involvement of community based organizations were put into consideration in the running of the affairs of the municipality. It is to be noted that participation by the locals in development interventions were just mere politics since locals just endorsed development plans. This means that the locals are manipulated by the administrators. Community participation in the context of development is the active engagement of the target beneficiaries whereby they have a right to give directions on

execution of development interventions rather than share the project outcomes. During this process people especially the disadvantaged influence on decisions concerning development and not just involved in sharing benefits of an intervention. Capacity building the local poor gives them control over their lives and increases their ability to mobilize sufficient resources for sustainable development. This also ensures that targets set are realized through community empowerment. Public participation in the management and planning of developmental initiatives is crucial in ensuring lasting impacts Thwala, (2001). Community members began the panning, construction and operation of their own water supply and distribution. Field staff for the project was recruited locally, traditional community groups formed the basis for water communities, and government support was limited. According to Boon et al (2012), there are a number of community projects in Ghana such as; market structures, toilet facilities and boreholes have been abandoned due to little or no community participation. In Nigeria implementation of rural development projects has been impeded as observed by the Centre down approach in which the rural people were not involved in project conception, planning and monitoring which often led to failure and abandonment of many valuable projects.

According Kerote, (2007) participation is important from the identification phase to the maintenance stage of projects because without evaluation it is difficult for the project to take corrective measures to ensure that the set targets are met as planned during the formulation stage. Community involvement will ensure project acceptability and increase likelihood of beneficiaries participating in the project and is also an essential condition for sustainability of projects. DFRD as a development strategy was initiated in Kenya in 1983, a strategy that sought to involve locals in the running of programs at the lowest level through the District Development Committees. The aim of the government was to actively involve the locals in setting priorities and finding solutions depending on the available resources. However, the strategy turned out to be ineffective as the exercise did not represent genuine commitment by the government in giving the grassroots' people a chance for self-determination Makokha, (1985).

Maina (2013) did a study in Nakuru and established a positive relationship between community participation in project identification and selection, participation in project planning, participation in project implementation and participation in project monitoring and evaluation and success of the Economic Stimulus Programs, participation was looked at wholly without paying attention to the levels. Golicha (2010) conducted a study in Garissa and found out that the level of participation of the community was not adequate in the most important stages of project formulation, design and implementation, the study did not assess the outcome of the low levels of community participation on the project. Maweu (2015) conducted a study in Turkana and established that communities' participated actively in project risk management oriented activities which are tagged to a monetary value. The study demonstrate a link between the level of participation and civic responsibility which ensures project stability

In order to achieve sustainability in projects, there was need to have better approaches covering governance, foundations, advocacy, fundraising, management and leadership among others. The focus should be on capacity building at both national and regional level to ensure workforce with appropriate skills that promote participatory and sustainable project development while at the same time empowering communities to be more analytical about their situations, resources and develop appropriate interventions strategies to address the problems faced Mutimba, (2013).

Non-Governmental Organizations (NGOs) plays a significant role for implementation of donor funded community development projects in Kenya. They operate mainly in disadvantaged areas of the community such as in the slums. Nairobi has many slums Mathare being one of them. Living standards in this slum are very poor and residents live in shanties made of old tin and mud. With no running water, sanitation is poor and one public toilet is shared by about 100 people and residents have to pay to use them. The area is highly congested and most people live on an income of less than two dollars per day. Crime and diseases are common in Mathare slums. It is estimated that in every three people, one is HIV positive. There are many orphans as a result of parents dying of HIV/AIDS. Children suffer from malnutrition and infections such as dysentery, malaria,

typhoid and cholera. To address the many challenges in Mathare Slums, SHOFCO Organization which strive to elevate various challenges among the residents of mathare with programmes ranging from gender based violent, education, water hygiene and sanitation and lastly provision of health through various clinics. This essential services are needed by the residents to eke a living and improve their livelihoods. To achieve these goals, NGOs have implemented several development projects but most of such projects do not continue when donor financing stops. The development projects are therefore generally not sustainable.

## **1.2 Statement of the Problem**

Project sustainability is a major challenge not only in Kenya, but also in many developing countries. Many development projects have not survived beyond the exit of donors despite huge amounts of money spent on implementation of the projects. Poor sustainability of projects therefore deprives beneficiaries returns expected from these investments, (Luvenga et al., 2015). Community participation in projects has been identified as one of the critical factors that influence sustainability of community based projects. Empirical literature is however divided on the influence of community participation on project sustainability. Some studies show that community participation leads to development projects that are more responsive to the needs of the poor, more responsive government and better delivery of public goods and services, better maintained community assets, and a more informed and involved citizenry (Mansuri and Rao, 2003). Other studies also show that greater community participation is associated with higher project outcomes and better services (Khwaja, 2003a). Oakley (1991a) however argues that participation is only a short-term exercise that is hardly likely to lead to the sustainability of development projects after the project is completed. According to Dudley (1993), participation in community projects is connected to power relations and politics within the community, thus, whenever a project tries to promote participation, it has to be ready to confront the political context and its consequences. As a result, the use of participation to drive community development projects can eventually give an opposite result.

In a developing country such as Kenya, community development projects forms a critical part of service delivery to the people. Donor funded development projects are undertaken to improve the wellbeing of the community through equity and access. Effective management of such projects depends primarily on proper project selection, project design, project implementation, monitoring and evaluation. Moreover, values, norms, social belief and opinions of the local people which are affected directly or indirectly by development interventions should also be considered. Otherwise, sustainability of such projects may generally be in jeopardy Khwaja, (2004). Lack of community participation can deprive intended beneficiaries of development project a platform for decision making, affect project outcomes negatively and deny the intended beneficiaries of such projects the benefits they ought to have enjoyed. It is against this backdrop that this study seeks to interrogate the influence of community participation on sustainability of development projects by NGOs in Mathare Slums.

### **1.3 Purpose of the Study**

The purpose of the study was to establish the influence of community participation on sustainability of development projects by non-governmental organizations in Kenya, A case of SHOFECO organization in Mathare informal settlement

### **1.4 Objectives of the study**

This study was guided by the following objectives;

- i. To find out how project planning influence on sustainability of development projects by NGOs in mathare informal settlement.
- ii. To establish how labour contributions influence on sustainability of development projects by NGOs in mathare Informal settlement
- iii. To determine how communication influence on sustainability of development projects by NGOs in mathare Informal settlement
- iv. To find out how capacity building influence on sustainability of development projects by NGOs in mathare Informal settlement



## **1.5 Research Questions**

To establish the objective, the study will focus on the following research questions;

- i. How does project planning influence community participation on sustainability of development projects by NGOs in Mathare Informal settlement?
- i. To what extent does labour contributions influence on sustainability of development projects by NGOs in Mathare Informal settlement?
- ii. How does communication influence on sustainability of development projects by NGOs in Mathare Informal settlement?
- iii. How does capacity building on sustainability of development projects by NGOs in Mathare Informal settlement?

## **1.6 Significance of the Study**

The research taught the project beneficiaries the importance community participation on sustainability of the project this will help them sustain the project as their own after the donor pull their financial help from the project especially upon the completion of the project. This project act as an eye opener to the community and donor on ways of enhancing project sustainability.

It is the hope of a researcher that this research through its findings will open up collaboration opportunities between all the project stakeholders that are geared towards future sustainability of projects. Through this, each stakeholder will try to engage each other all for the common good of the project. The project donors, the government and the project beneficiaries will each be involved at every stage of the project throughout the entire project cycle.

To the government of Kenya through the local administration and welfare department, generated recommendations and proposals on how to improve the mathare informal settlement gender issue, education and health problems and other projects to be implemented in future. The government will achieve this by getting feedback from the community.

### **1.7 Limitations of the Study**

Lack of information on planning and the need of the project might hinder the researcher from getting the necessary perspective of the members of the community. To counter this the researcher will initiate explanation session on the role of community participation before asking them to give information on the already existing projects.

Another limitation could be insecurity, the area has recorded many insecurity cases due to high number of people who are unemployed and may be suspicious of the research being conducted in the area thus posing a challenge.

The research was conducted during rainy season and there was challenge in accessing some parts of the study area and the research assistants were forced to walk.

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

The study was restricted to sustainability perspective of development projects by SHOFCO NGO in Mathare informal settlement. The study was conducted in Mathare slums, Nairobi County, the results might not be generalized to other neighboring informal settlements. The study also sought to investigate influence of community participation by looking at the following variables; planning, communication, capacity building and how it affects sustainability of development projects.

### **1.9 Assumptions of the study**

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

The respondents were able to give their honest response within the short time period.

### **1.10 Definition of Significant Terms**

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

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

**Project planning:** discipline for stating how to complete a project within a certain timeframe with define stages and with designated resources

**Labour contribution:** human contribution of both physical and mental effort used in creation of goods and services.

**Communication:** process of sending and receiving information between two or more people

**Project Sustainability:** is the ability of an organisaton to continue **Its** mission or program far into the future.

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

This study was organized into five chapters which capture various components of the research. Chapter one captures the spirit of the research in the introduction; it also attempts to respond to the questions as to why the research is necessary and what it aims at achieving. It also explores into the expected challenges and opportunities for good research results as well as defining key concepts in the research. Chapter two forms the Literature review of the study and equally focus on what other scholars have observed in as far as issues and variables in this research are concerned. It also comes up with the conceptual framework, which forms the spine of the research. Chapter three dealt with the specific methodology of research as well the procedure in data analysis. It included the research design, target population, sampling procedure, data collection methods, methods of data analysis, the validity and reliability, operational definition of variables and ethical issues. Chapter four provided an analysis and interpretations of the data from the field. Finally chapter five presented the summary of the findings from chapter four, the findings was discussed and also give conclusions and recommendations of the study based on the objectives of the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Related literature on water influence of community participation on sustainability of projects is reviewed in this chapter: This chapter entails theoretical review, empirical review that was used in the study in regard to each variable in the study and conceptual framework.

### **2.2 Role of Community Participation on sustainability of Development projects**

Traditionally, participation was viewed as active, passive or interactive (Mikkelsen, 2005). Active participation is open and community members take part actively in all stages of the project. Decision making as well as other vital activities, such as management as well as monitoring and evaluation of the projects, are done by the people. On the other hand, during passive participation, the community maintains a distance and never intervenes in the activities; they are told what is going to happen or what has happened already. Interactive participation is when people take part in joint analysis as well as the planning process and the members of the target community improve their existing structures as well taking charge of their development process (Roodt, 2001).

Community participation teaches communities how to resolve conflict and allows for different perspectives to be heard. In this way, learning is promoted and people will be able to help themselves (Baum, 1999 and Nampila, 2005). Communities will be able to assess their own situation, organise themselves as a powerful group and work creatively towards changing society and building up a new world. These increased capacities of individuals allow communities to mobilise and help themselves to minimise dependence on the state and leads to a bottom-up approach (Nampila, 2005).

Development is not about the delivery of goods to a passive citizenry. It is about active participation and growing empowerment (Callaghan, 1997). According to the study, development is not about the delivery of goods to a passive citizenry. It is about involvement and growing empowerment (Davids et al.,2009). Community participation leads to empowerment of the community; empowerment centers on individuals developing a critical understanding of their circumstances and social reality (Davids et al.,2009).

Participation of the community in development projects leads to capacity building which enables the community to be more effective and efficient in the process of identifying, implementing, monitoring and evaluating of developmental projects (Davids et al., 2009). According to De Beer, (1998), by continuously fulfilling their needs, people learn to realise their objectives more easily. It is a mechanism that enables local people to determine their own values and priorities and act on their own decisions. Full potential of individuals is realised after they have been made aware; then, depending on their capabilities, they act in order to achieve their goals and objectives (Freire, 1993).

People-centred development shifts the emphasis in development action to people, rather than to objects and production, and to the enhancement of their capacity to participate in the development process. Heavily relying on outside resources, such as funding, has resulted in most interventions being unsustainable. A people centred approach enhances self-reliance in communities (Kotze, 1997).

### **2.3 Community Participation and Project Sustainability**

Internationally, resources for social welfare services are shrinking. Population pressures, changing priorities, economic competition, and demands for greater effectiveness are all affecting the course of social welfare (Bens, 1994). The utilization of nonprofessionals through citizen involvement mechanisms to address social problems has become more commonplace (Kaufman and Poulin, 19110).

Korten (1990) says that authentic community participation enhances the sustainability of the community development projects and this can only be achieved through a people centered development. Effective community participation may lead to social and personal empowerment, economic development, and socio-political transformation (Kaufman and Alfonso, 1997).

The issue of sustainability relating to development activities started to become important to government, donors and development theorists from the 1980s (Scoones, 2007). The importance of the notion of sustainability can be seen from the way sustainability is used as one of five yardsticks in evaluating development interventions (Brown, 1998).

Furthermore, concern with the issue of project sustainability also comes from the mounting pressures from domestic constituencies to drastically reduce or possibly halt foreign aid programs together (Brown, 1998). These pressures have made governments, donor organisations and development workers start to think about the effectiveness and the value of aid being delivered to Third World countries over the past decades. Donor organisations and development workers are concerned that aid being delivered seems to give few positive impacts to the recipient countries. In most cases, the benefits of development projects or programs also seem to end with the withdrawal of government or foreign assistance from the projects or programs. The USAID and World Bank's post evaluation show that the majority of development interventions have low levels of sustainability after the completion of the project (Brinkerhoff, 1992).

This has created the demand for governments and donors to finance projects that helps beneficiaries become independent at some point in the future, rather than giving them charity which is unsustainable which leads to dependency on governments and donors (Bossert, 1990, p.1015). The increasing capability of community to be able to fulfill their own needs and maintain the benefit of the project also contributes to the eradication of poverty and hunger in the long-term (Picciotto, 2002,).

There are many definitions of sustainable development, including this landmark one which first appeared in 1987: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Bruntland, 1987).

For sustainable development to be realized, the community must play a role (Pearce 1994). Sustainable development should be defined by people themselves, to represent an ongoing process of self-realisation and empowerment. The community is supposed to be brought into focus through participation. Without the community becoming both the architects and engineers of the concept, sustainability of the project may not be achieved since the community is unlikely to take responsibility for something they do not own themselves. (Redclift 1992).

## **2.4 Project Planning and sustainability of community project**

The higher the degree of community participation in a project, the greater is the need for care in planning at the community level. This also means that communities that accept a higher level of community participation need greater support in their activities from the regional and national offices of the development agency. Two areas where a particularly high level of support is needed are manpower (Skilled) and training. Both areas have been major constraints to progress in the past (WHO 2013). With regard to planning at the community and individual project levels, major emphasis is placed here on attention to detail. Experience has shown that great care at the time of planning leads to more successful implementation of projects. Therefore, there should be explicit statements in the national plans regarding who is to make decisions on issues that are not already dealt at the national level. It is also important to ensure that there is consistency between decisions made at the community/project level and those made at the higher level so that unrealizable expectations are not generated and impossible demands are not placed on either communities or agency officials (WHO 2013).

Ngowi and Mselle (1998) argue that at the planning stage, four levels of intensity in community participation may be distinguished: Information sharing where project designers and managers may share information with beneficiaries in order to facilitate collective or individual action. Though it reflects a low level of intensity, it can have a positive impact on project outcomes to the extent it equips beneficiaries to understand and perform their tasks better. Consultation which occurs when beneficiaries are not only informed, but also consulted on key issues at some or all stages in a project cycle. There is an opportunity here for beneficiaries to interact and provide feedback to the project agency, which the latter could take into account in the design and implementation stages. If, for instance, farmers are consulted on extension practices and arrangements, project outcomes are likely to be better than if they were merely informed.

Decision making that occurs when beneficiaries have a decision-making role in matters of project design and implementation. Decisions may be made exclusively by beneficiaries or jointly with others on specific issues or aspects relating to a project. Farmers may, for instance, decide by themselves on a programme for the distribution of water for irrigation.

Decision making implies a much greater degree of control or influence on projects by beneficiaries than under consultation or information sharing. Initiating action, this occurs when beneficiaries are able to take the initiative in terms of actions/decisions pertaining to a project. Initiative implies a proactive capacity and the confidence to get going on one's own. When beneficiary groups engaged in facility development identify a new way of running the facility and respond to it on their own, they are taking the initiative for their development. The intensity of community participation in this case may be said to have reached its peak because this move is qualitatively different from their capacity to act or decide on issues or tasks proposed or assigned to them ( Mselle, 1998).

## **2.5 Labour contributions and sustainability of development projects**

The concept of participation in rural development has been evolutionary for the past two decades. The contribution of the community to development projects in the form of unpaid labour was then widely accepted as an important constituent and in most cases the only form of community participation. This widespread acceptance meant that as long as developers could convince a local community to volunteer labour, full participation as well as „acceptance“ of the project was guaranteed. Supporting evidence documented by Kleeimer (2002) notes one donor in Tanzania who even paid villagers to provide unskilled labour. Development agencies and governments alike, involved particularly in rural water supply have had to re-evaluate their active role. From this there emerged a new perspective that allowed the shifting of responsibility of financing and constructing water projects from governments and development agencies to the local level that is, the local community.

Good local governance should provide the public with democratic and equal opportunities to participate. For decentralization to become a reality, central governments and development agencies alike must be willing to relinquish or share control with a local community. Conditions under which this can take place as identified by Blair (2000) are extensive participation of all stakeholders and mechanisms to ensure that those in authority at the local level are held accountable for their actions

Communities generally have over the years been involved in community development activities for their individual and collective benefits through one organization or the other. Most often this is more of a voluntary organization i.e an organization that members enter



freely without coercion and leave freely at will. Members are not paid for being members but are happy to be part of like-minded people to perform social services, to advance some course or to seek self-help through such organizations (Woodard, 2007). According to Ohiani and Oni (2007), people saw the need for economic progress, they gather themselves into cooperatives to cultivate large farms for each member of their co-operation so as to be able to have surplus for sale. Also in education, people requested from the government or the voluntary agencies for permission to build schools. Furthermore as people saw the need for roads, dispensaries, post offices, courts, town halls etc, they participated in constructing them.

These, the people do without force or coercion but through collective agreement and individual's willingness. This is the view of Hillman (2010) who sees community development as a method of helping local communities to become aware of their needs, to assess their resources more realistically, to organize themselves and their resources in such a way as to satisfy their needs and in so doing, acquire the attitude, experiences and cooperative skills for repeating this process again and again on their own initiative. This is however contrary to the view expressed by Olson (2013) that without coercion or some other special device to make individuals act in their own interest, rational self-centered individuals will not act to achieve their common or group interests.

The rural communities cannot afford to fold their arms and wait for the government to bring all the facilities to them. They also struggle on their own to live a life of ease. This is because, according to Ihimodu (1997), the people in their own little communities have their own dreams just like the elites at the centre. Their dream of the quality of life they would want to have, the environment and the facilities, which they would want to have, the kind of society, which they envisage for their children-obviously, better than their own. The impetus for development should therefore come from the bottom or rather it is important to feel the pulse of the average person in the community and in that spirit, elicit from him, his/her vision of development and how the development can be sustained. Put differently, it is not only enough to identify their vision of development, it is also important to get their views of their plans to achieve their dreams or vision. This is because people will change only if they participate in the decision about the change.

## **2.6 Communication influence on sustainability of development projects**

Community participation in project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices. Just with correspondence will the venture recipients turn into the key performing artists to make advancement programs effective. Advancement projects can just understand their maximum capacity if learning, data and innovation are adequately shared. Unless the group is the main thrust for their own particular advancement, no measure of ventures or arrangement of innovation and data sources will realize any enduring change in their expectations for everyday comforts. Correspondence is basic to this as it empowers organizers while recognizing and detailing advancement projects to counsel with individuals keeping in mind the end goal to consider their necessities, mentalities and conventional learning.

Beneficiary participation is an important factor for projects. Since it gives many benefits and final product to the community, donors are always insisting the projects with beneficiary participation. However, for smooth execution of beneficiary participatory projects has to cross many hurdles for its successful completion. Identify those drawbacks and addressing them is necessary. The results of a study by Gunatilake and Halwatura (2012) show that there are many factors that affect the successful completion of beneficiary participatory projects. The findings have emphasis on more site visits by the management staff, budget to be suit to the site location and the conditions. Findings also extended to management staff travelling distances, vehicle allocations to staff, payment procedure, meeting minutes to be distributed on time to site and also recommending to some team building and coordination programmes with management and beneficiary parties.

According to Roger, Rojas and Mayer (1993) it is important that communication is factually correct and consistent especially relevant for tribes and communities with a high percentage of minorities. Project managers should provide timely and frequent announcements of public meetings through local media and/or flyers and identify the source where interested community members can get more information; develop

sponsoring and co-planning relationships with community groups, ensuring them shared roles in developing agendas, setting of goals, and providing leadership and outreach; plan meetings that are accessible and accommodating. Community leaders can assist in the communication of information by (Gordon, 2004): Suggesting appropriate means of informing the community, talking to their respective constituents, announcing meetings, ensuring that participation efforts reflect cultural diversity and communication differences among the ethnic groups, developing notices that are concise, understandable, and available to the community/communities involved, mapping the capabilities and assets of individuals, citizen associations, and local institutions, and building relationships and alliances to respond to the project challenges; perform active and extensive outreach methods, such as school programs, presentations in public meetings, workshops/seminars, posters, advertisements in local papers, community newsletters, local cable access network stations, websites, or mail posts.

A study by Ofori (2013) tried to distinguish and survey the nature of venture administration hones and in addition the basic achievement variables for activities in Ghana. The study received an exploratory approach and used an overview strategy to gather information on venture administration practices of Ghanaian associations. Purposive testing was utilized as a part of selecting the specimen which included 200 chiefs from various financial areas. Comes about because of the study demonstrate that the basic variables that add to the accomplishment of a venture incorporate top administration bolster, compelling correspondence, clarity of venture reason and objectives, and partner contribution. Documentation and spread of basic achievement calculates and best practices extend administration will enhance the nature of venture administration in Ghana. The nonappearance of an organized arrangement of documentation of venture administration rehearses among Ghanaian venture directors has brought about a shortage of experimental information. The failure of the scientists to test associations crosswise over Ghana is considered as one of the study's restrictions, a case of a land limitation.

Communication practices play an important part in the exercise of citizenship, because they strengthen processes of discussion and diffusion of information. For Sparks (2007), 'it is through a process of discussion and exchange that citizens come to hold opinions on public matters'. The safeguarding of participation and citizens' engagement in democracy is

possible through the existence and practice of public communication, which comprises social mechanisms that facilitate debates and discussion of public issues (Demers and Lavigne, 2007). Public communication practices are evident also in the use and creation of alternative and citizens' media, which, for Pettit, Salazar and Gumucio-Dagrón (2009), 'contribute to processes of social and cultural construction, redefining norms and power relations that exclude people'. Germán Rey (1998) remarks that the media are one of the social instruments which directly influence the consolidation of the 'public' sphere. For him, media have an important role in the building of citizenship, because one of the primary conditions for the existence of a true citizenship is to have access to adequate information, which enables individuals to make decisions and follow different topics. Citizen and community media, where public communication is performed, are spaces to promote dialogue both within and outside the communities. They have the advantage of having more credibility and being closer to the people in the localities (Jaramillo, 2004). Community and citizen media provide useful social contents, to facilitate other dynamics, to expand the access to the symbolic construction of collective identities, and to raise the self-esteem of communities generally excluded from the mainstream media (Rincón, 2002, in Jaramillo, 2004). In this sense, 'local and community media become an excellent and productive alternative for the political action of communication

## **2.7 Capacity building influence on sustainability of development projects**

Project capacity building is defined as process by which communities and other project stakeholders increase their capacity to perform project functions, solve problems, define and achieve project objectives and enhance sustainable development (UNDP, 1997). Langran (2002) also defined capacity building as the ability of project initiators to strengthen the capacities of local communities at the periphery through resource allocation (financial, human, social and material), technical education, skill training (Frankish) and organizational support.

According to Okello (2013) stakeholders' capacity building consists of developing knowledge, skills and operational capacity so that individuals and community or stakeholders groups may achieve their project purposes. A study carried in Iran by Elham (2008) found that participation in Monitoring and Evaluation of projects has allocated last

priority to itself among other levels of participation in NAP-SMLWR. They recommended that training should be undertaken to increase the number of technical experts, extension workers, community facilitators and local leaders with skills needed to carry out participatory project monitoring and evaluation.

According to Riddell (2011) Monitoring and evaluation is typically conceptualized as 'project specific' –ending with the project, rather than as a potentially valuable tool that could be embedded in local practice to inform ongoing quality improvement processes through training. Capacity building is infrequently included as an explicitly resourced and carefully planned project intention. Thus opportunities are lost to maximize the potential gain in capacity building terms from the significant investment in M&E activities.

According to (Foster-Fishman, 2013) building organizational capacity can be achieved through empowering others and through efficient and formalized processes and procedures that clarify staff and member roles. A leader that builds organizational capacity for their health professionals for example one that fosters a learning culture that supports professional and personal development as an integral component to capacity building.

A study carried in Kiambu by Kimani (2015) recommends that local people as actors and beneficiaries of participatory development should be trained and enlightened on the expectations of participatory development. While local leaders should be equipped with adequate participatory knowledge and skills, stakeholders should monitor and evaluate activities of all development projects so as to check on their performances, costs and expenditure.

According to Oyugi and Kibua (2015) funds should be provided under LATF for dissemination and capacity building; the planning process should strictly follow a bottom up approach; funds allocated for monitoring of LASDAP projects are ring-fenced and auditing timely done and independent project monitoring and evaluation committees should be established. Whereas LATF Regulations in Kenya requires the development of LASDAP, there is no allocation of monies for capacity building of communities, committees involved in project Monitoring and evaluation at community level, which negatively impacts on the effective implementation of the fund. In addition, Syagga and Associates recommends that internal capacity building be undertaken within LAs to enable

them properly embrace LASDAP process in comprehensive manner so as to include all stakeholders.

According to Moseti(2013) challenges facing public participation in Kenya include lack of staff skilled in participatory techniques and processes and community development departments generally have very limited resources. Participation is still often dominated by elite groups, and not all CBOs have representatives especially of the poor. Many communities and CBOs remain unaware of Local Authority Fund (LATF) and LASDAP, and have limited capacity to demand engagement and accountability from their local authority.

A study carried in Kenya by Oyugi (2014) found that LATF has not met its objectives of improving service delivery, financial management and debt reduction; and that the performance of the programmes has been constrained by a number of factors such as inadequate funds and human resources, lack of a coherent monitoring and evaluation framework. The study recommends for the amendment of LATF regulations, provision of funds for capacity building in LAs, and putting in place a coherent monitoring and evaluation framework.

This idea of resource allocation is also supported by Blore, (2012) who suggest that government should invest resources to build capacities of local communities to plan and monitor their own projects based on their own analysis of the needs. But stakeholders cannot do this effectively, unless they have access to resources, backed by law, accurate information as well as the technical and capacities of the local authorities.

## **2.8 Theoretical Review**

The researcher in this study delved into two theories with an aim to understand sustainable development of community projects, the two theories are;

### **2.8.1 Social action theory**

Social action theory is a theory that was proposed and coined by Max Weber in 1922; it was developed for the sole purpose of observing how human behaviors relate to cause and effect in the social set up. This theory puts into consideration the actions and reactions of individuals because it assumes that human behavior and action vary depending on the prevailing social conditions and how other people will be affected by the said actions.

When an individual finds out that a potential reaction will be undesirable he/she will modify the action so as to bring out a desirable reaction.

This theory suggests that human beings are the sole and main factor that determines their own needs, interests and desires (Adler, 1924). Personality development methods just like Jane Nelson theory describe psychoanalytic method of having unwanted human behavior first by identifying with the individual needs and desires (Nelson, 19110). This means that the unwanted behavior exhibited by human beings may have a connection or relationship with their existing unmet needs and desires.

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

### **2.8.2 Institutional theory**

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

Edward and Hulme (1992) through their work concluded that institution building is an important aspect facing Non-Governmental Organizations in their pursuit of community sustainable development. This theory was looked into by the researcher in this study to

complement social action theory that only focuses on meeting community need. Since institutional theory is multi-faceted, it was appropriate to be used so as one can get a wide and diverse view of project sustainability

## **2.9 Conceptual Framework**

Mugenda (2008) defines conceptual framework as a brief description of the phenomenon under study led by a graphical or visual depiction of the major variables of the study. According to Young (2009), conceptual framework is a diagrammatical symbol that shows the affiliation between dependent variable and independent variables.

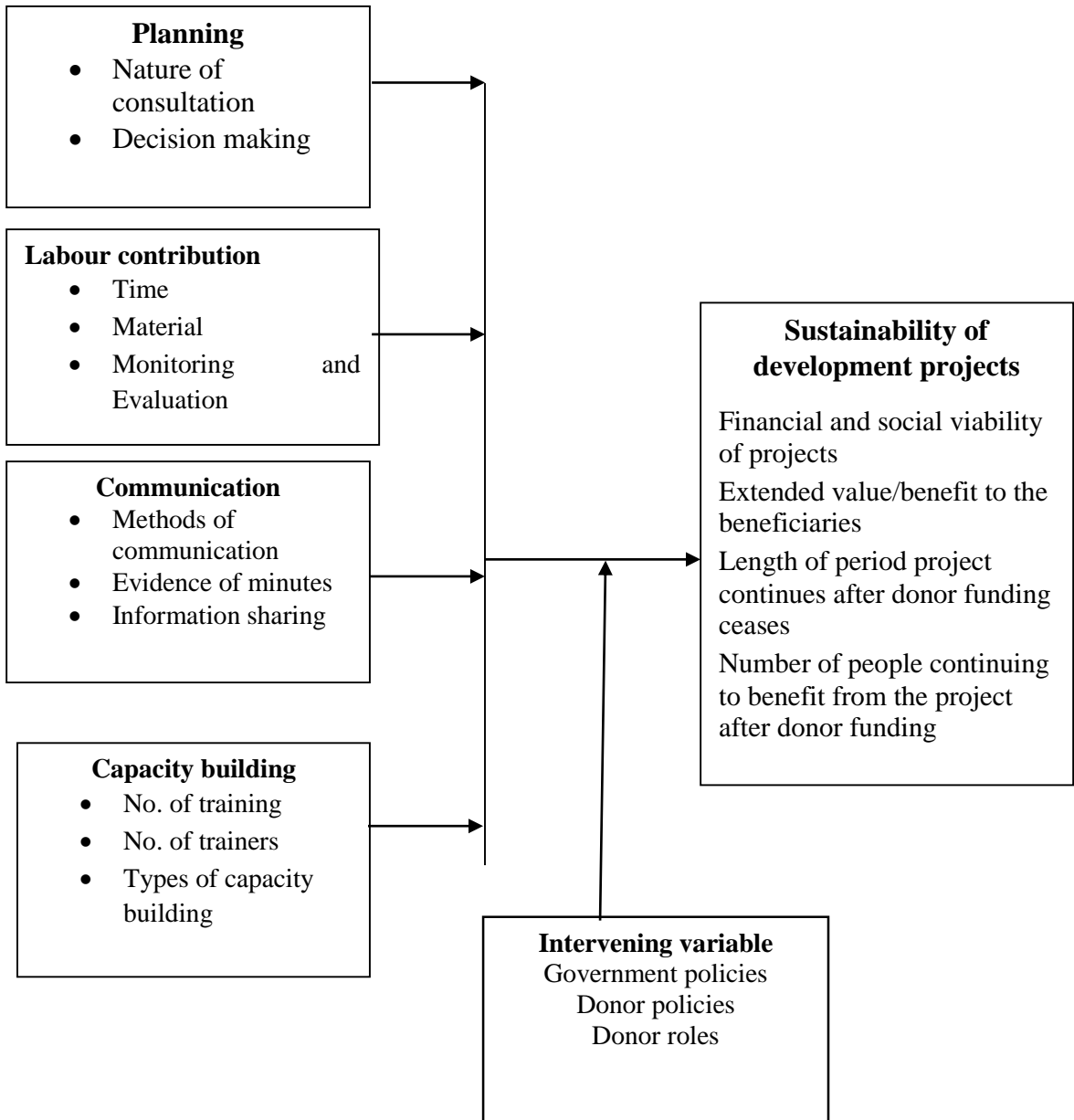


**Figure 2.1: Conceptual framework**

**Independent variable**

**Dependent variable**

**Community participation**



## **2.10 Literature Summary**

The literature reviewed in this chapter has shown that participation of local communities has an influence on the sustainability of development projects. Generally the authors acknowledge that community participation at all stages of project development enhances sustainability of projects. The involvement of the locals must be active as opposed to passive involvement whereby locals are involved in decision making and in sharing of benefits and opportunities. The study was based on the theory institutional and social actin theory. The two theories are complimentary to each other and they both argue that citizen must actively be involved in every step of decision making process. When locals are given priority to make their own decision, they can identify their own problems and solutions. This enhances ownership in project implementation.

Though the studies reviewed have shown existence of positive and significant relationship of community participation on project sustainability, they have been conducted in other areas and not necessarily in development projects. Other studies reviewed in the study have only been conducted in developed countries little has been conducted in developing countries and in particular Kenya. There is therefore the need to conduct a study on influence of community participation on project sustainability of NGOs in Mathare slums. Kaur (2013) conducted a study on the influence of community participation in project sustainability in the in the Philippines ran irrigation projects. The study however was conducted in developed countries and did not focus on local case. The study did not itemize on the different areas of community participation.

## **2.11 Research Gaps**

Reviewing literature provided information emphasizing to several factors that affect the sustainability of donor funded projects but failed to give the contribution of donors towards project sustainability in terms of community empowerment and capacity bulding. Donor dependency is a major problem that gives rise to failure of the projects because the community will continue depending on donors for resources to support the project at all stages even after its completion, community members should be resource independent and empowered so as to sustain and maintain their projects on their own after the withdrawal of external donation. Donors should play a key role in training the community members on

financial and wealth creation skills and also monitor the finances given to them for effectiveness and efficiency.

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1. Introduction

This chapter outlined the methodology that was used in the study. The chapter covers the research design, target population, sample size, instruments, validity and reliability, data collection and data analysis.

### 3.2 Research Design

A research design is a blue print that guides the researcher in collecting, analyzing and interpreting observed facts Orodho, (2003). This study will use the descriptive Survey design. A descriptive study is concerned with finding out who, what, where, when, or how much Cooper and Schindler,(2006). The descriptive design was used since it ensures complete description of the situation as it is, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected. The design provided a detailed and highly accurate picture of the situation useful in literature review.

### 3.3 Target Population

According to Kothari, (2004) a population is referred to as the total of items about which information is required. The target population of the study will be Mathare 4B village settlers. Mathare 4B village/settlement has a total pupation of approximately 15, 000 people (Population census, 1999). The average household size is 5 with a population growth rate of 4.8% per year which is the population growth rate of Nairobi. The total household number in the settlement is approximately 3,000. The number of dwelling unit's per hectare is 395. The population density is very high with an average of 1,800 people per hectare. The total population is 5,681.

### 3.4 Sample Size and Sampling Procedures

Sample size determination aims at selecting part of the population from which information will be drawn to form conclusions about the entire population.

The following formula by Miller and Brewer (2003) was used to select the sample size for the study:

$$n = \frac{N}{1 + N(\alpha)^2}$$

Where

$\alpha$  is the level of significance or margin of error(9%),

n is the sample size and

N is the sample frame.

In order to have a fair representative sample size, the sample size was determined at a 91% confidence level (At a 0.09 significance level).

$$n = 5,681 / 1 + 5,681(0.09)^2$$

n = 121 households (Sample Frame used 120 households)

### **3.5 Research Instruments**

The researcher used questionnaire to obtain primary data on the influence of community participation on sustainability of development projects by non-governmental organizations in Mathare informal settlement. The questions was developed based on information and experiences derived from review of literature on influence of community participation on sustainability of development projects. The selection of the tool was guided by the nature of the data to be collected, availability of such data as well as the objective of the study. The questionnaire was used since the study is concerned mainly with variables which cannot be observed directly such as views, opinions and the population is literate and will not have difficulty in responding to the questions. Questionnaires was used because they are straight forward and less time consuming for both the researcher and the participants. Questionnaires are appropriate for studies since they capture information that's not directly observable as they inquire about feelings, attitudes, accomplishments as well as experience of the individuals Borg and Gall, (1910). Satyana rayana, (1983), stated that a questionnaire is useful in obtaining information. This is largely because the participants are not manipulated in any way by the researcher. The According to Borg and Gall (1910), questionnaires have the added advantage of being less costly and using less time as instrument of data collection.

The study included an interview guide to collect data. Interview guide was used by the key informants that include government officials, project officials and the settlement elders.

### **3.5.1 Piloting of Instrument**

The researcher carried out a pilot study for pre testing of the data collection instruments before the main and actual process of collecting data, this was done to clarify variables and be able to check the validity and reliability of the said instruments (Mugenda & Mugenda, 2003). This pretest process was carried out on 10% of the total population of residence of Huruma area. All the variable in the tool were okey and fit for data collection.

### **3.5.2 Validity**

The quality of research is related to the possession of the quality of strength, worth, or value (Keeves, 1997). A valid research finding is one in which there is similarity between the reality that exists in the world and the description of that reality. Validity is concerned with the degree to which a test appears to measure what it purports to measure (Borg & Gall, 1989). Content validity of the instrument will be established by ensuring that each item measures the intended objective. The instrument was scrutinized by my project supervisor to ascertain whether they address the objectives of the study adequately. Tools of our research which were questionnaires and interview guides will be presented to the professionals from the University of Nairobi including my supervisor who will critique them to ensure effectiveness.

### **3.5.3 Reliability**

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Nsubuga, 2000). The reliability of this research instruments will be established through test retest method. The questionnaires was administered to community member's beneficiaries who are not part of the sample. The questionnaire was split into two, administered on participants and the results correlated mathematically through use of spearman correlation to determine the level of consistency of these results.

## **3.6 Data Collection Procedure**

The researcher obtained a permit from National Council for Sciences and Technology before beginning the process of collecting data, after obtaining the permit, the researcher made a pre visit to the project site so as to familiarize oneself with the respondents and the general environment of the place. The researcher made use of the local community leaders to identify the respondents and other people who were beneficial in the success of data

collection. The researcher had a meeting with the respondents and informed them of the survey and if they are willing to answer some questions, the research assistants had the soft copy of the questionnaire installed on phone so they did not have to distribute hard copies. The respondents who accepted to participate were asked questions orally and their responses recorded on phone. The researcher arranged for interviews and discussions with the settlement committee thereafter the responses were recorded.

### **3.7 Data Analysis Techniques**

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

### **3.8 Ethical Issues**

Before data collection, a research permit was obtained from The National Commission for Science, Technology and Innovation (NACOSTI), on introduction by the University of Nairobi. Letters were written to SHOFSCO officials explaining the purpose of the study and to request for a specific date when the researcher would visit them and administer the questionnaire. The participants were given a chance to participate voluntarily and will be given an informed consent. These will be to guarantee that all participants are choosing to participate of their own free will and that they have been fully informed regarding the procedures of the research project and any potential risks. Participants were informed of the confidentiality in the study so to ensure respect for the dignity of participants in the study. Their confidential information will be only accessed by the researcher and the

supervisor. They were not required to provide any identifying details and as such, transcripts and the final report will not reflect the subjects identifying information such as their names, in the case they are not comfortable with it. After the study was completed and a final report written, the tools used to collect data will be destroyed.

### 3.9 Operationalization of variables

This section analyses the operational definition of variables on the influence of community participation on sustainability of development projects by non-governmental organizations in Mathare slums.

**Table 3.1: Operationalization variables**

<b>Variable</b>	<b>Measurement scale</b>	<b>Research Approach</b>	<b>Tools of Analysis</b>	<b>Type of Statistics</b>
To find out how planning influence on sustainability of development projects by NGOs in mathare slums	Ordinal	Quantitative	Mean, Percentage, mode, Standard deviation	Descriptive Inferential
To establish how labour contributions influence on sustainability of development projects by NGOs in mathare slums	Ratio	Quantitative	Mean,Percentage,mode,Standard deviation	Descriptive Inferential



<p>To determine how communication influence on sustainability of development projects by NGOs in mathare slums</p>	<p>Ratio</p>	<p>Quantitative</p>	<p>Mean, Percentage, mode, Standard deviation</p>	<p>Descriptive Inferential</p>
<p>To find out how capacity building influence on sustainability of development projects by NGOs in mathare slums</p>	<p>Ratio</p>	<p>Quantitative</p>	<p>Mean, Percentage, mode</p>	<p>Descriptive Inferential</p>

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1 Introduction**

The chapter presented the results arising from the process of data analysis. The chapter covered the questionnaire return rate, demographic information, and influence of planning on sustainability of development projects, influence of labor contributions on sustainability of development projects, influence of communication on sustainability of development projects and influence of capacity building on sustainability of development projects.

### **4.2 Questionnaire Return rate**

The study realized a return rate of 92% whereby from a total study sample of 120 households, information obtained from 110 households was found to be valid and thus, used to inform the study. In regards to the key informants, the study obtained responses from 1 area chief, 3 project officials and 2 settlement elders.

	<b>Frequency</b>
Households	110
Chief	1
Projects officials	3
Settlement elders	2

### **4.3 Demographic Characteristic of the respondents**

The study sought to understand the background characteristics of the study population by enquiring on the gender, age and highest level of education of the respondents. Demographic information provides data regarding research participants and was necessary in determining whether the individuals in the study were a representative sample of the target population for generalization purposes. Capturing demographic information enabled the researcher to actually determine whether the information that was being sought by the study was from the right sources.

### 4.3.1 Gender of the respondent

The study sought to establish the gender distribution of the participants from the households that were enjoined in the study. The findings of this enquiry are presented in table 4.1.

**Table 4.1: Gender distribution of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Male</b>	55	50
<b>Female</b>	55	50

The study established that there was an equal number of male participants and female participants. Female respondents were 50% (55) while male respondents were 50% (55). This was seen as equal representation in the study whereby both genders had an equal opportunity of participation not only in the study but also in the respective development projects. The findings above indicate equal community participation regardless of the gender.

### 4.3.2 Age

The study further sought to establish the distribution of study participants in terms of age groups. The results of this enquiry are presented in Figure 4.2. It was noted by the researcher that most of the study participants were aged between the ages of 25 and 29 years while the least number of participants were between 40 and 44 years. Thus, 29.1% were aged below 24 years, 36.4% were aged between 25 and 29 years, 31.8% were aged between 30 and 34 years, 1.8% were aged between 35 and 39 years and 0.9% were aged between 40 and 44 years. The study findings establish that the majority of the respondents are of the active age between 25 to 34 years. Such age demographic is suitable for sustainability and participation in the project through provision of labor and capacity building.

**Table 4.2: Age distribution of respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
Below 24	32	29%
25-29	40	36%
30-34	35	32%

35-39	2	2%
40-44	1	1%

### 4.3.3 Highest level of education

It was also important for the study to understand the highest level of education attained by the respondents as this would enable the researcher examine whether the respondents could adequately comprehend the aspects the study was interrogating. The results of this enquiry are presented in table 4.3.

**Table 4.3: Distribution of respondents according to highest level of education**

Education level	Frequency	Percentage
None	17	15%
Primary	46	42%
Secondary	30	28%
Tertiary	17	15%

The study established that most of the respondents had attained primary level of education while the least number of respondents had no form of formal education. Those with tertiary level of education were 15%, those with secondary level were 28%, and those with primary level were 42% while those with no formal education were 15%. From this foregoing, the researcher noted that there were commendable literacy levels among the study participants save for the few cases where the participants' literacy levels were low. Community participation involve planning meetings and capacity building which all this are factor for literacy level.

### 4.4 Influence of planning on sustainability of development projects

Experience has shown that great care at the time of planning leads to more successful implementation of projects. The study therefore sought to validate this observation by interrogating the influence of planning on sustainability of development projects. The results of this enquiry are presented in Table 4.4

**Table 4.4: Influence of planning on sustainability of development projects**

	SD	D	N	A	SA
The community participates in meetings for planning	11.8%	34.5%	24.5%	21.8%	7.3%

The community's ideas and contributions are incorporated in the design of the projects	10.9%	28.2%	25.5%	28.2%	7.3%
The community participates in coming up with the cost and budget for the project	38.2%	43.6%	13.6%	3.7%	0.9%
The community mobilizes resources (for example money, materials, labour, land etc.) towards realization of the project	28.2%	50%	21.8%	0	0
The community is involved in coming up with a plan for implementing project	20%	50%	28.2%	1.8%	0
The community is involved in coming up with a plan for measuring performance and impact of the project (monitoring and evaluation plan).	10.9%	20%	27.3%	34.5%	7.3%

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It was established that a cumulative 46.3% of the respondents were in disagreement that the community participates in meetings for planning with 24.5% being neutral and a cumulative 29.1% being in agreement. A cumulative 39.1% of the respondents were in disagreement that the community's ideas and contributions are incorporated in the design of the projects with 25.5% being neutral and a cumulative 35.5% being in agreement. A cumulative 81.8% of the respondents were in agreement that the community participates in coming up with the cost and budget for the project with 13.6% being neutral and a cumulative 4.6% agreeing with the statement. A cumulative 78.2% of the respondents were in disagreement that the community mobilizes resources (for example money, materials, labour, land) towards realization of the project with 21.8% expressing neutral opinion. A cumulative 70% of the respondents were in disagreement with the statement that the community was involved in coming up with a plan for implementing projects with 28.2% being neutral and 1.8% being in agreement. A cumulative 30.9% of the respondents were in agreement that the community is involved in coming up with a plan for measuring performance and impact of the project (monitoring and evaluation plan) with 27.3% being neutral while a cumulative 41.8% were in agreement.

The study therefore noted that the community was involved in the planning process and specifically creating plans for measuring performance and the impacts of the projects on the intended beneficiaries. However, the study also noted deficiencies in community mobilization for resources, community involvement in budgeting, participation in planning meetings and being involved in coming up with project implementation plans. In the same vein, the community's ideas and contributions were to a small extent incorporated in the design of projects.

Key informants in the study expressed different opinions altogether. For example, a project official from SHOFCO noted that;

*The community does not contribute any resource except voluntary services sometime from the youths.*

Another project official noted that;

*On the question of whether the ideas of the community are incorporated into the program.....SHOFCO always conducts a need assessment survey for instance the ECD program that establish the priority needs of the people in the area. Most kids in the area were normally taken to day care facility by their parents where it is not safe and also the hygiene of the environment is not always conducive therefor there was need to establish a more affordable and safe ECD facility in the area*

The area chief interviewed noted that;

*The organizations here establish programs in the area out of the need for a sustainable livelihood for the youth to avoid crime and such programs are put in to effect with the input of the community say, through their representatives.*

The village elder interviewed noted that;

*The project officials involve community leaders, women group leaders and youth leaders where they conduct frequent meetings in each village to get views from these leaders and also give them information on projects they are running.*

This foregoing therefore casted mixed reactions on the incorporation of planning and the input of the community in projects. However, from the analysis, the researcher noted that community participation was wanting and that much effort needed to be put in especially

in terms of needs assessment and prioritization of projects from the perspective of the community.

#### 4.5 Influence of labor contributions on sustainability of development projects

The contribution of the community to development projects in the form of unpaid labor was then widely accepted as an important constituent in sustainability of development projects. As long as developers convince a local community to volunteer labor, full participation as well as acceptance of the project is guaranteed. The study sought to establish the influence of labor contributions on the sustainability of development projects in the area and presented the results in Table 4.5.

**Table 4.5 Influence of labor contributions on sustainability of development projects**

	SD	D	N	A	SA
By increasing the ability of people, <i>projects</i> , and or <i>communities</i> to be self-reliant, they are then able to <i>contribute</i> towards the sustainability of development <i>projects</i>	7.3%	18.2%	27.3%	33.6%	13.6%
Community people are invited to make <i>contributions</i> of <i>labor</i> and/or other resources which is also seen as a form of cost-sharing	11.8%	34.5%	22.7%	20.9%	10.8%
The community people <i>participate</i> in certain specific temporary tasks mainly for the development of their <i>community</i>	4.5%	20.9%	31.8%	31.8%	10.9%
Good governance provides public with democratic and equal opportunities to participate	9.1%	18.2%	30.9%	19.1%	22.7%
Most often community gives a voluntary service to the organization	8.2%	31.8%	43.6%	13.6%	2.7%
Members are not paid for being members but are happy to be part of like-minded people to perform social services	13.6%	18.2%	13.6%	39.1%	15.5%

A cumulative 25.5% were in disagreement that by increasing the ability of people, *projects*, and or *communities* to be self-reliant, they are then able to *contribute* towards the sustainability of development *projects with 27.3% being neutral and agreeing with the statement. A cumulative 46.3% were in disagreement that community people are invited to make contributions* of *labor* and/or other resources which is also seen as a form of cost-sharing with 22.7% being neutral and a cumulative 31.7% being in agreement. A

cumulative 25.4% were in agreement that the community people *participate* in certain specific temporary tasks mainly for the development of their *community with 31.8% being neutral and 42.7% being in agreement. A cumulative 27.3% were in disagreement that good governance provides public with democratic and equal opportunities to participate with 30.9% being neutral and a cumulative 41.8% being in agreement. A cumulative 40% of the respondents were in disagreement that most of the community gives voluntary services to the organization with 43.6% being neutral and a cumulative 16.3% being in agreement. A cumulative 31.8% were in disagreement that members are not paid for being members but are happy to be part of like-minded people to perform social services with 13.6% being neutral and a cumulative 44.6% being in agreement.*

The researcher observe that members of the community participated in the projects without expecting payment with a good percentage (16.3%) volunteering their services. Cost sharing- an important aspect in development projects was lacking despite the fact that there were equal opportunities for the community members to participate in the projects.

The aspect of the community rendering voluntary services was equally noted by the key informants. A project official interviewed by the researcher noted that;

*The community does not contribute any resource except voluntary services sometime from the youths.*

In some cases, the study noted that groups within the community offer their services and give unpaid labor towards project activities as noted by the area chief interviewed;

*Some groups especially the women groups and youth groups go out of their way to work on these projects even without being paid because they understand the value of the projects and the benefits the projects has to the larger community.*

The study clearly noted that communities get involved in community development activities for their individual and collective benefits. Participants are not paid for working or rendering services and their skills but are happy to be part of like-minded people to perform social services, to advance some course or to seek self-help through such organizations (Woodard, 2007).



#### 4.6 Influence of communication on sustainability of development projects

Project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. The study sought to establish the influence of communication on the sustainability of development projects. The results of this enquiry are presented in Table 4.6.

**Table 4.6: Influence of communication on project sustainability**

	SD	D	N	A	SA
Community participation in project improves coordination and collaboration	10%	28.2%	32.7%	19.1%	10%
Community participation in project communication helps in engaging the group individuals to perceive important issues	7.3%	14.5%	22.7%	32.7%	22.7%
Communication is usually correct, consistent and relevant for the organization communities	6.4%	11.8%	36.4%	24.5%	20.9%
There is usually timely and frequent announcements of public meetings through local channels	16.4%	30%	25.5%	20%	8.2%
Communication practices play an important part in the exercise of community project	6.4%	19.1%	12.7%	47.3%	14.5%
The safeguarding of participation and citizens' engagement in democracy is possible through the existence and practice of public communication, which comprises social mechanisms that facilitate debates and discussion of public issues	10.9%	19.1%	26.4%	30.9%	12.7%

A cumulative 38.2% of the respondents were in disagreement that community participation in projects improves coordination and collaboration with 32.7% being neutral and 29.1% being in agreement. A cumulative 21.8% of the respondents were in disagreement that community participation in project communication helps in engaging the group individuals to perceive important issues with 22.7% being neutral and a cumulative 55.4% being in agreement. A cumulative 18.2% were in disagreement that communication is usually correct, consistent and relevant for the organizations and communities with 36.4% being neutral and a cumulative 45.5% being in agreement. A cumulative 46.4% were in disagreement that there is usually timely and frequent announcements of public meetings through local channels with 25.5% being neutral and a cumulative 28.2% being in agreement. A cumulative 25.5% were in agreement that communication practices play an

important part in the exercise of community projects with 12.7% being neutral and a cumulative 61.8% being in agreement. A cumulative 30% were in disagreement that the safeguarding of participation and citizens' engagement in democracy is possible through the existence and practice of public communication, which comprises social mechanisms that facilitate debates and discussion of public issues with 26.4% being neutral and a cumulative 43.6% being in agreement.

The researcher therefore noted that despite most respondents (38.2%) not believing that community participation in projects improves coordination and collaboration, the general feeling by the respondents was that community participation in project communication helps in engaging the group individuals to perceive important issues. It was also noted that communication was usually correct, consistent and relevant despite the fact that this communication was not usually timely and frequently disseminated. The study established that communication practices play an important part in the exercise of community projects. On their part, key informants in the study concurred with the observations made from the questionnaire responses. A project official interviewed noted that;

*SHOFCO always conducts mapping of village first and at least then identify a contact person in the mapped areas. This can either be the youth leader, women group leaders, village elders, social workers among others. These contact people are used to communicate vital details to the people and relay feedback to project implementers.*

Another official further noted that;

*We also use their staff who stay around the area to pass out information to the community within the areas where they live.*

The study however established that there were challenges in using communication to enhance sustainability of development projects. The area chief interviewed noted that;

*The project officials face communication challenges sometimes from the contact persons in the village out of personal interest. For example, cases such as the "elders" wanting money or gifts so as to pass the message to the people and to encourage project acceptance have been witnessed.*

As noted by Roger, Rojas and Mayer (1993) it is important that communication be factually correct and consistent especially relevant for tribes and communities with a high percentage of minorities. Communication practices play an important part in the exercise of citizenship, because they strengthen processes of discussion and diffusion of information.

#### **4.7 Influence of capacity building on sustainability of development projects**

Stakeholders' capacity building consists of developing knowledge, skills and operational capacity so that individuals and community or stakeholders groups may achieve their project purposes. The study sought to establish the influence of capacity building on sustainability of development projects. The results are presented in Table 4.7.

**Table 4.7: Influence of capacity building on sustainability of development projects**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Capacity building helps to strengthen the capacities of local communities at the periphery through resource allocation	10.9%	19.1%	15.5%	46.4%	8.2%
Capacity building consists of developing knowledge, skills and operational capacity so that community groups may achieve their project purposes	12.7%	21.8%	26.4%	30.9%	8.2%
Capacity can be achieved through empowering others and through efficient and formalized processes	1.8%	11.8%	22.7%	37.3%	26.4%
Beneficiaries of participatory development are trained and enlightened on the expectations of participatory development	15.5%	21.8%	15.4%	24.5%	22.7%
Government has invested resources to build capacities of local communities to plan and monitor their own projects	8.2%	28.2%	15.5%	38.2%	10%

A cumulative 30% of the respondents were in disagreement that capacity building helps to strengthen the capacities of local communities at the periphery through resource allocation with 15.5% being neutral and a cumulative 54.6% being in agreement. A cumulative 34.5% of the respondents were in disagreement that capacity building consists of developing knowledge, skills and operational capacity so that community groups may achieve their project purposes with 26.4% being neutral and a cumulative 39.1% being in disagreement. A cumulative 13.6% were in disagreement that capacity can be achieved through empowering others and through efficient and formalized processes with 22.7% and a cumulative 63.7% being in agreement. A cumulative 37.3% were in disagreement that beneficiaries of participatory development are trained and enlightened on the expectations of participatory development with 15.4% being neutral and a cumulative 47.2% being in agreement. A cumulative 36.4% were in disagreement that government has invested resources to build capacities of local communities to plan and monitor their own projects with 15.5% being neutral and 48.2% being in agreement.

The study observed that respondents were more of the opinion that capacity building helps to strengthen capacities of local communities through resource allocation. This capacity building consisted knowledge, skills and operational capacity for achievement of project purposes. It was also clear that the government had invested resources to build capacity for planning and monitoring of projects.

The key informants in the study conquered with the responses from the questionnaires in diverse ways.

One of the officials from SHOFCO noted that;

*We have a registered safe house for girls who are rescued in Mathare. We also have permits for constructions of relevant structures for installation of water infrastructure. All these have been facilitated by various government agencies.*

One other official noted that;

*We have registered linkages where we can refer patients from our local clinics to other government hospitals for specialized treatments. We also have developed links with government agencies that address issue on gender based violence, maternal health, child protection among others.*

The area chief noted that there were special arrangements whereby project officials would be offered security as well as their projects and installations. He noted;

*Projects and project officials come here, we agree on how to cooperate in terms of providing security, accommodation and other logistical support just to make sure the projects do not hit a dead end.*

The study observed that capacity building not only involved internal measures but also creating linkages with other stakeholders. Building organizational capacity can be achieved through empowering others and through efficient and formalized processes and procedures that clarify staff and member role.

#### **4.8 Project sustainability**

The study sought to establish the extent with which the respondents from the Mathare area agree to the statement on sustainability of the projects initiated by the SHOFCO within the area. The results of the findings are presented in table 4.8 below.

**Table 4. 8 sustainability of project.**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
The number of water kiosk and sanitation blocks have increased in past five years.	8.9%	14.1%	19.5%	44.4%	13.2%
The number of ECD facility have increased within Mathare	12.7%	26.8%	26.4%	25.9%	8.2%
There is increased number of beneficiary of the livelihood sustainability program.	3.8%	18.8%	22.7%	30.3%	24.4%
Patients can easily access medical and clinical services at the SHOFCO clinic facility.	20.5%	21.8%	10.4%	24.5%	22.7%
Government has invested resources to build capacities of local communities to plan and monitor their own projects	18.2%	48.2%	15.5%	8.2%	10%

From the results above the study establish that the number of water kiosk and sanitation blocks have increased in the past five year. This was affirmed by a cumulative percentage of 57 percent of the responded. 32 percent of the respondent had contrary opinion where they disagree. On whether the number of ECD facility have increased in the area, accumulative 34 percent of the respondent concurred while 39 percent disagreed.48 percent of the respondent affirmed that patients were easily accessing the medical facility and clinic services while a cumulative 41 percent disagreed. Lastly the study required the respondent to indicate whether government has invested resources for capacity building for the community to plan and monitor their own projects. Majority of the respondent of a cumulative percentage of 62 disagreed while 18 percent agreed. The study observed that even though most of the project initiated in mathare are sustainable, more work needs to be done by both the local and the national level together with other stakeholders to ensure more resource are invested for the sustainability of the already existing projects.

#### **4.9 Correlation analysis of community participation and sustainability of projects**

The main objective of the study was to establish the influence of community participation on sustainability of projects. The study performed a Pearson correlation and the results presented in table 4.9 below.

**Table 4.9: Pearson correlation analysis**

#### **Correlations**

		sustainability score	Planning_score	Labour_score	Communication_score
Sustainability_score	Pearson Correlation	1	.268**	.203*	.201*
	Sig. (2-tailed)		.008	.047	.032
	N	110	110	110	110
Planning_score	Pearson Correlation	.268**	1	.385**	.097
	Sig. (2-tailed)	.008		.000	.346
	N	110	110	110	110
Labour_score	Pearson Correlation	.203*	.385**	1	.112
	Sig. (2-tailed)	.047	.000		.277
	N	110	110	110	110
communication_score	Pearson Correlation	.203*	.097	.112	1
	Sig. (2-tailed)	.047	.346	.277	
	N	110	110	110	110
Capacity building_score	Pearson Correlation	.253*	.067	.152	1
	Sig. (2-tailed)	.017	.416	.237	
	N	110	110	110	110

\*. Correlation is significant at the 0.05 level (2-tailed).

From the results above the study, the study established that there was a positive 0.268 relationship between sustainability and project planning. 0.203 for labor contribution and 0.201 for communication. This means, project planning has a significant influence on sustainability of the project having a p-value of 0.008 which less than the alpha value at 95% confidence level The study also establish that all the other factor of community

participation have a positive influence on sustainability of the projects having positive correlation coefficient.

#### **4.10 Discussions**

The study established that the community was involved in the planning process and specifically creating plans for measuring performance and the impacts of the projects on the intended beneficiaries. However, the study also noted deficiencies in community mobilization for resources, community involvement in budgeting, participation in planning meetings and being involved in coming up with project implementation plans. In the same vein, the community's ideas and contributions were to a small extent incorporated in the design of projects. From the analysis, the researcher noted that community participation was wanting and that much effort needed to be put in especially in terms of needs assessment and prioritization of projects from the perspective of the community.

For sustainable development to be realized, the community must play a role (Pearce 1994). Sustainable development should be defined by people themselves, to represent an ongoing process of self-realization and empowerment. The community is supposed to be brought into focus through participation. As noted by Redclift (1992), without the community becoming both the architects and engineers of the concept, sustainability of the project may not be achieved since the community is unlikely to take responsibility for something they do not own themselves.

Decision making that occurs when beneficiaries have a decision-making role in matters of project design and implementation may be made exclusively by beneficiaries or jointly with others on specific issues or aspects relating to a project. Decision making implies a much greater degree of control or influence on projects by beneficiaries than under consultation or information sharing. Thus, the study noted that allowing the community, either directly or through representatives to take part in planning of development projects instills a sense of sustainability in the projects themselves.

It was established that community provided labor with much ease and without expecting pay or reward in the course. The researcher observe that members of the community



participated in the projects without expecting payment with a good percentage (16.3%) volunteering their services. Cost sharing- an important aspect in development projects was lacking despite the fact that there were equal opportunities for the community members to participate in the projects. The study clearly noted that communities get involved in community development activities for their individual and collective benefits. Participants are not paid for working or rendering services and their skills but are happy to be part of like-minded people to perform social services, to advance some course or to seek self-help through such organizations (Woodard, 2007).

The study established that the people offer their skills and services without force or coercion but through collective agreement and individual's willingness. This is the view of Hillman (2010) who sees community development as a method of helping local communities to become aware of their needs, to assess their resources more realistically, to organize themselves and their resources in such a way as to satisfy their needs and in so doing, acquire the attitude, experiences and cooperative skills for repeating this process again and again on their own initiative. The impetus for development should therefore come from the bottom or rather it is important to feel the pulse of the average person in the community and in that spirit, elicit from him, his/her vision of development and how the development can be sustained.

The researcher noted that despite most respondents (38.2%) not believing that community participation in projects improves coordination and collaboration, the general feeling by the respondents was that community participation in project communication helps in engaging the group individuals to perceive important issues. It was also noted that communication was usually correct, consistent and relevant despite the fact that this communication was not usually timely and frequently disseminated. The study established that communication practices play an important part in the exercise of community projects.

As noted by Roger, Rojas and Mayer (1993) it is important that communication be factually correct and consistent especially relevant for tribes and communities with a high percentage of minorities. Communication practices play an important part in the exercise

of citizenship, because they strengthen processes of discussion and diffusion of information. With correspondence, the venture recipients turn into the key performing artists to make advancement programs effective. Correspondence is basic as it empowers organizers while recognizing and detailing advancement projects to counsel with individuals keeping in mind the end goal.

Project managers should provide timely and frequent announcements of public meetings through local media and/or flyers and identify the source where interested community members can get more information; develop sponsoring and co-planning relationships with community groups, ensuring them shared roles in developing agendas, setting of goals, and providing leadership and outreach; plan meetings that are accessible and accommodating. As noted by Gordon (2004) community leaders can assist in the communication of information by using the various channels at their disposal.

The study observed that respondents were more of the opinion that capacity building helps to strengthen capacities of local communities through resource allocation. This capacity building consisted knowledge, skills and operational capacity for achievement of project purposes. It was also clear that the government had invested resources to build capacity for planning and monitoring of projects. The study observed that capacity building not only involved internal measures but also creating linkages with other stakeholders. Building organizational capacity can be achieved through empowering others and through efficient and formalized processes and procedures that clarify staff and member roles.

The idea of resource allocation is supported by Blore (2012) who suggest that government should invest resources to build capacities of local communities to plan and monitor their own projects based on their own analysis of the needs. But stakeholders cannot do this effectively, unless they have access to resources, backed by law, accurate information as well as the technical and capacities of the local authorities.

## **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

Project sustainability is a major challenge not only in Kenya, but also in many developing countries. Lack of community participation has been cited by scholars as one of the key reasons for the failure of donor funded community projects. The study sought to find out the influence of community participation on the sustainability of non-governmental organization in Kenya with SHOFECO organization being the case study. The specific objectives of the study were to find out how project planning influences sustainability of development projects in Mathare informal settlement to establish how labor contributions influence on sustainability of development projects in Mathare informal settlement, to determine how communication influence on sustainability of development projects by in Mathare informal settlement and to find out how capacity building influence on sustainability of development projects by in Mathare informal settlement.

After reviewing literature related to the study, the researcher settled for the social action theory and the institutional theory to inform the theoretical basis for the study. The study adopted a descriptive research design. Mathare 4B was the study site while a total of 15,000 people (3,000 households) formed the study population. A total of 120 households were sampled and included in the study. The study made use of questionnaires and key informant interview guides to collect primary data. The key informants in the study included project officials, village elders and government officials in the area.

### **5.2 Conclusions**

The study concluded that the community was involved in the planning process of projects in the area. However, the study noted deficiencies in community mobilization for resources, community involvement in budgeting, participation in planning meetings and being involved in coming up with project implementation plans in addition to the community's ideas and contributions not being adequately incorporated in the design of projects.

The study concluded that members of the community participated in the projects without expecting payment whereby most of the members volunteered towards the projects. However, the study noted that some crucial aspects were not practiced for example cost sharing despite the fact that there were equal opportunities for the community members to participate in the projects.

The study concluded that communication practices play an important part in the exercise of community projects. Community participation in project communication helps in engaging the group individuals to perceive important issues. It was noted that communication was usually correct, consistent and relevant despite the fact that this communication was not usually timely and frequently disseminated.

The study concluded that capacity building helps to strengthen capacities of local communities through resource allocation and thus promising project sustainability. This capacity building consisted knowledge, skills and operational capacity for achievement of project purposes. It was also clear that the government had invested resources to build capacity for planning and monitoring of projects.

### **5.3 Recommendations**

The study conclude that community participation have significant influence on sustainability of the project and therefore any project that intend to benefit informal settlement must involve community participation. This study therefor make the following recommendation;

Organization should involve representative of the community during the planning meetings before initiation of projects this will ensure participation of the community right from the inception of the projects and also give a chance for the community to air their views.

Community's labor contribution influence the sustainability of the project and non-governmental organization should call for volunteers to offer labor.as a result sustainability of the project will be guaranteed as the members will also feel they are part of the projects. Non-governmental organization should ensure a clear channel of communication between the organization and other stakeholders which include members of the community.

Lastly capacity building should be factored in during and after the project as this will play a huge influence on sustainability and also ensure that the members of the community can run the projects on their own.

#### **5.4 Suggestion for further studies**

The researcher suggest more study be conducted in other informal settlement with consideration of other indicators of community participation other than planning, labor, communication and capacity building.

The researcher also suggest a further study on community participation and its influence on sustainability with key emphasis being in rural areas for comparison purpose.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

#### Instructions

Please complete this questionnaire as honestly and objectively as possible. Tick your options in the appropriate box and fill in the blank spaces provided for questions where elaborate answers are required. Please use the space at the back of this questionnaire if you need more space for your responses. The responses you give will be treated with utmost confidentiality.

1. Gender

Male ( )                      Female ( )

2. Age

Below 24 years ( )      25-29 Years ( )                      30-34 years ( )  
 35-39 Years ( )      40-44 Years ( )                      Over 44 Years ( )

3. Highest academic level:

Primary [ ]      Secondary [ ]      Tertiary [ ]      Undergraduate [ ]      Postgraduate [ ]

#### Planning influences sustainability and development project

4. The following relate to planning of community projects. Please indicate your level of agreement with the statements in relation to sustainability and development project, using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

<b>Planning influences sustainability and development project</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The community participates in meetings for planning					
The community's ideas and contributions are incorporated in the design of the projects					
The community participates in coming up with the cost and budget for the project					
The community mobilizes resources (for example money, materials, labour, land etc.) towards realization of the project					

The community is involved in coming up with a plan for implementing project					
The community is involved in coming up with a plan for measuring performance and impact of the project (monitoring and evaluation plan).					

**Labour contributions influence community participation**

5. The following relate to labor contributions of community projects. Please indicate your level of agreement with the statements in relation to sustainability and development project, using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

	1	2	3	4	5
<b>Labour contributions influence community participation</b>					
By increasing the ability of people, projects, and or communities to be self-reliant, they are then able to contribute towards the sustainability of development <i>projects</i>					
Community people are invited to make contributions of labour and/or other resources which is also seen as a form of cost-sharing					
The community people participate in certain specific temporary tasks mainly for the development of their community					
Good governance provides public with democratic and equal opportunities to participate					
Most often community gives a voluntary service to the organization					
Members are not paid for being members but are happy to be part of like-minded people to perform social services					

**Communication influence community participation on sustainability**

6. The following relate to communication of community projects. Please indicate your level of agreement with the statements in relation to sustainability and development project, using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

	1	2	3	4	5
<b>Communication influence community participation on sustainability</b>					
Community participation in project improves coordination and collaboration					
Community participation in project communication helps in engaging the group individuals to perceive important issues					
Communication is usually correct, consistent and relevant for the organization communities					
There is usually timely and frequent announcements of public meetings through local channels					
Communication practices play an important part in the exercise of community project					
The safeguarding of participation and citizens' engagement in democracy is possible through the existence and practice of public communication, which comprises social mechanisms that facilitate debates and discussion of public issues					

### **Capacity building influence community participation**

7. The following relate to capacity building of community projects. Please indicate your level of agreement with the statements in relation to sustainability and development project, using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

	1	2	3	4	5
<b>Capacity building influence community participation</b>					
Capacity building helps to strengthen the capacities of local communities at the periphery through resource allocation					
capacity building consists of developing knowledge, skills and operational capacity so that community groups may achieve their project purposes					
capacity can be achieved through empowering others and through efficient and formalized processes					

beneficiaries of participatory development are trained and enlightened on the expectations of participatory development					
Government has invested resources to build capacities of local communities to plan and monitor their own projects					

### Sustainability of projects

8. The following relate to capacity building of community projects. Please indicate your level of agreement with the statements in relation to sustainability and development project, using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

<b>Sustainability of projects</b>	1	2	3	4	5
There is availability of clean water and sanitation services offered by the SHOFCO					
Patients can easily access medical and clinical services at the SHOFCO clinic facility.					
There is increased number of beneficiary of the livelihood sustainability program					
The number of ECD facility have increased within Mathare					
The number of water kiosk and sanitation blocks have increased in past five years.					

### Key informant interview guide

1. Does the organization involves community to participates in project planning meetings
2. Do you consider ideas and contributions to be incorporated in the design of the projects
3. Does the community mobilizes resources (for example money, materials, labour, land etc.) towards realization of the project  
If yes explain.

4. How do you describe the Communication channel between the community and the organization?
5. Is there usually timely and frequent announcements of public meetings through local channels  
If yes what are some of the means of communication.
6. Do you believe Communication practices play an important part in the exercise of community project  
If yes explain
7. has the government invested resources to build capacities of local communities to plan and monitor their own projects
8. Provide ways in which government agencies have been involved
9. Based on your previous project, how do you ensure the beneficiaries of the project can sustain the project?

## **APPENDIX II: INTRODUCTION LETTER**

M.Abdi Osman

P. O. Box 24579-01000

Nairobi, Kenya

The University of Nairobi

Nairobi, Kenya

Dear Respondent,

**Re: Data Collection for My Research**

I am a student at Nairobi University, pursuing Master's Degree of Master of Arts in project management. Conducting a study on the influence of community participation on sustainability of development projects by non-governmental organizations in Mathare slums and would very much want you to take part in the study. Please answer the following questions honestly and objectively to the best of your knowledge, the information obtained will be treated with confidentiality. Please do not write your name on the questionnaire. Thank you for your acceptance and support.

Yours faithfully

M.Abdi Osman

## APPENDIX III: RESEARCH PERMIT



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241549,3510571,2219420  
Fax: +254-20-318945,318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote:

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

Ref No: **NACOSTI/P/18/27706/25479**

Date: **13<sup>th</sup> October, 2018**

Mohamud Abdi Osman  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.

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

Following your application for authority to carry out research on *“Influence of community participation on sustainability of development projects by Non-Governmental Organizations in Kenya. A case study of Shofco Organization in Mathare Informal Settlement”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **11<sup>th</sup> October, 2019**.

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

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

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

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*

# APPENDIX IV: RESEARCH AUTHORIZATION

**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2011**  
**The Grant of Research Licenses is guided by the Research, Technology and Innovation (Research Licensing) Regulations, 2014.**

**CONDITIONS**

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, drilling and collection of specimens are subject to further necessary clearance from relevant Government agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and submit a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation  
 P.O. Box 30633 - 01010, Nairobi, Kenya  
 TEL: 020-409 7400, 0743 758767, 0728 484248  
 Email: [licensing@naci.go.ke](mailto:licensing@naci.go.ke), [registr@naci.go.ke](mailto:registr@naci.go.ke)  
 Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)



**RESEARCH LICENSE**

**Serial No. A 31262**  
**CONDITIONS: see back page**

**THIS IS TO CERTIFY THAT**  
**MR. MOHAMMAD ABDI OSMAN**  
**24579-100 NAIROBI, has been permitted**  
**to conduct research in Nairobi County.**

**ON THE TOPIC: INFLUENCE OF**  
**COMMUNITY PARTICIPATION ON**  
**SUSTAINABILITY OF DEVELOPMENT**  
**PROJECTS BY NON-GOVERNMENTAL**  
**ORGANIZATIONS IN KENYA. A CASE**  
**STUDY OF SHOFCO ORGANIZATION IN**  
**MATHARE INFORMAL SETTLEMENT.**

**for the period ending:**  
**11th October, 2019**

**Applicant's Signature**



**National Commission for Science, Technology and Innovation**  
**Director General**