

**DETERMINANTS OF SUSTAINABILITY OF DONOR FUNDED
PROJECTS: THE CASE OF SELECTED PROJECTS IN GANZE
CONSTITUENCY IN KILIFI COUNTY, KENYA**

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DECLARATION

I hereby declare that this project is my original work and has not been presented for a degree at any other university.

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This research project report has been submitted for examination with my approval as the candidate's University Supervisor.

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DEDICATION

This research project is dedicated to my beloved husband Nikolaus Wambyakaley and my children Yuri, Nikita and Igor for their support, encouragement, patience and prayers. I would not have made it this far without you. My words cannot express my gratitude.

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ABBREVIATIONS AND ACRONYMS

DDP	District Development Plan
MVPs	Millennium Villages Projects
MDGs	Millennium Development Goals
UNDP	United Nations Development Program
WHO	World Health Organization.
MESPT	Micro-Enterprises Support Programme Trust
KAPAP	Kenya Agricultural Productivity Agribusiness Project

ABSTRACT

In recent years the Kenyan government has stepped up efforts to find a lasting solution to the problem of extreme poverty and hunger which has ravaged many parts of the country. Towards this end, the government has joined forces with various stakeholders to ensure that efforts towards this noble objective are sustainable in order to ensure a lasting solution to the problem of poverty, hunger and to achieve MDGs. Similarly the United Nations has laid prominence on the MDGs as a one way ticket out of poverty and hunger problems across the world. Interventions towards this are implemented through the Millennium Villages Project (MVP) which was piloted in Ganze Constituency, Kilifi County, Kenya in the year 2005. MVP is a collaborative approach between the Millennium promise alliance, the UNDP, the Ministry of Planning and National Development together with the Department of Special Projects. The study was necessitated by the fact the past model villages interventions along which MVP is modeled were not successful beyond the level of pilot project. The study was guided by five objectives; to determine how poverty levels influence the sustainability of donor projects, to examine how community participation influences the sustainability of donor projects, to establish the extent to which government strategies contribute to sustainability of donor projects, to examine how donor's role contributes to donor funded projects in Ganze and finally to assess how the management practices of projects influences the sustainability of donor funded projects in Ganze constituency within Kilifi County. Review of relevant literature revealed that development industry as a whole has a poor track record in designing and implementing sustainable projects in the field indicating the need for conducting research to establish factors that influence the sustainability of benefits and outcomes of such projects. The research adopted a descriptive design employing the use of questionnaires, key informant interviews and direct observation as the primary data collection tools. The sample size was 200 from an accessible population of beneficiaries. The respondents for the study were selected using cluster sampling. Direct observation was used to collect data on completed and continuing project activities. The findings indicated that community participation was a significant contributor to sustainability of projects in Ganze. Another emphasis that the researcher made was the donor's role in projects, government strategies and management practices in implementing of donor funded projects. The researcher realized a thin margin between community participation and the government strategies in implementing projects since both of them had similar characteristics and involved a muscled effort in sustaining projects within a community. In order to achieve sustainable projects implemented within a community, there has to be a correlation and a chain of connectivity of various aspects and indicators. This study therefore concludes that community participation donor role, management practices and government strategies are all factors that influence the sustainability of donor funded projects. However, there was little evidence on the correlation between poverty levels and sustainability of donor funded projects. It is therefore recommended that there be community sensitization on the entire project cycle. There is also need for a comprehensive strategy to incorporate all actors to ensure the sustainability of donor funded projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

On a conceptual perspective, defining the term 'development' and 'sustainability' remains a hurdle in scientific development debates. For the purposes of this research, the definitions of development as the capacity to produce or provide the means to production to satisfy the consumption needs of the masses are borrowed from the research works of Himmelstrand and Kinyanjui (1994).

Some schools of thoughts have described the term "development" to give an implication of sustainability, although at times sustainability is normally used to denote a means to an end in the development process. In the earlier ages of development process, Bumgardner et al. (1971) stressed the importance of building institutions to support, strengthen, and perpetuate technological innovation.

Various international NGOs have conducted a series of surveys to determine the relationship of the two terminologies (development and sustainability). In an internal survey of donor experience, the USAID Development Assistance Committee (USAID 1988; OECD 1989) had a similar description of sustainability as the "ultimate test of development efforts." After a period of learning experience and lessons, the (WASH) Project (1990) viewed sustainability as "the basic measure of success of both the national system for development and the community systems." Thus, sustainability in development projects is now a dominant concern, affecting decisions and actions that "may shape donor policies for years to come" (Bossert, 1990).

In defining the term sustainability, Joaqim (1998), Stephen and Smuts (2001) used terms such as magnitude and inheritance after donor support, ability of the government to take over donor supported programs, time after evaluation and before phase out, and the continuation of project activities soon after project phase out of donor support.

The post-aid period of a project normally attracts little, if any, attention from donors, showing a grave lack of interest in issues of sustainability. Hence, in as much as evaluation research has been undertaken to assess the impacts of donor funded programs on poverty alleviation, no specific study has focused on the issues of sustainability. The situation described gives this study its significance as it has focused on measuring outcomes, those impacts of the interventions in a sustainability model-tested site over the past years. Sustainability is the magnitude of inheritance over a specific period after donor involvement. Inheritance as impacts, that is, outcomes that are long term results, includes geological, physical, social, economical, cultural and institutional conditions. Hence in the context of challenges and constraints, multiple variables have been measured in terms of their degree of severity (C-safe, 2005).

In Bennett, Lynn (2003) publication, the term "Sustainable" means to endure, to last, and to keep in being. The two terms used interchangeably together; Sustainable development would be all about marshaling resources to ensure that some measure of human well-being is sustained over time. According to Pearce & Atkinson (1993), the objective is to take actions which will not impair future generations from living at least as well as the present and hopefully better.

Still looking at the diverse perspectives from the different schools of thoughts, the phrase "sustainable development is typically applied in terms of a project which is designed to achieve a particular goal or set of objectives in the context of progressive change. Projects in the rural are implemented by administrative entities serving a collection of sites with project administrative systems (Commission of the European Communities 1993).

Sustainability of the project is dependent on the performance of institutions. Project sustainability is indicated by the ability to continue to meet objectives defined in terms of benefit levels. Clarke, P. & Oswald, K. (2010) adds that projects produce specific benefits for targeted beneficiaries which ideally should continue to increase after project completion. More narrowly, one can speak of sustaining or keeping in operation a particular WS&S facility, such as a sewer system or hand pump.

In an African Context, Bowrt (1989) defined sustainability in term of outcomes persisting at least two years after project termination; and in a comparative study African countries and Central America (1990), he defined it as outcomes at least three years after project termination (meaning completion of construction). In a comparative study on sustainability of integrated rural development projects, VanSant (1985) defined it in term of "the percentage of project-initiated goods and services that is still delivered and maintained five years past the termination of donor resources." It could however be considered as an empirically verifiable but in practice will be complicated by multiple outputs and lack of agreement about the verification of 'delivery" and "maintenance." The aforementioned description of sustainability clearly focuses on the end result rather than the process and the methodology. It is therefore important to note that the African and local context denotes outputs or outcomes/ end result to explain sustainability rather than the process itself (Honadle & VanSat, 1988).

In the researcher's perspective, some definitions consider as a criterion of sustainability that the beneficiaries cover all costs after donor assistance has ended. This is a rigorous criterion that seldom applies even in developed countries, and it is appropriate that the earlier studies modified it to mean that a project could be considered sustainable even though some external support is provided. The capacity to implement a program or facility exists and the beneficiaries are self-reliant (Bennett & Lynn 2003).

In summary, sustainability is the ability of a community development project to maintain or expand a flow of benefits at a specified level for a long period after project inputs have ceased. In other words, the project is the physical infrastructure established and maintained and operated by the participating institutions.

In order to meet the demands of this research, obtaining as much information as possible on how to enhance project sustainability beyond donor was a significant imperative of the researcher. This required the development of logical objectives for the study. For the purpose of this study, five objectives were formulated accordingly using certain opinions as the basis of these objectives. In a typical example extracted from a certain author, there is a general opinion that

grass root development in context of centralisms remains uphill, that is to say antagonistic and difficult task (Brett 1996 et al).

The researcher's findings are that the factors that militate against grass root development always have different levels of severity. In a correlation with literature, this process of assessing the severity of the factors will point to gaps in the classical as well as grass root development framework; Galina, a. (2010). The severity assessment tests the efficacy and effectiveness of strategies and approaches of development models adopted in the solidarity and hierarchical structures of the organizations.

In a local context, sustainable development is always a combination of efforts from various stakeholders such as the community themselves, the donors, working partners, and the government. Discussing sustainable development of donor funded projects will always come hand in hand with the period of project implementation, the good will from the community as well as strategic directions from the implementing agents. The government consideration in shaping up policies and making sure that continued support is provided after donors phase out of projects is paramount. It is therefore important to consider the various schools of thought expressed by diverse authors in expressing their views and opinions on the strategic directions of the community donor funded projects. Some of the various literatures stress on the need of establishing the root causes and working on them as others highly recommend on the factors that contribute to poverty. There is an important difference between those causes and what we call factors that maintain conditions of poverty. The difference is in terms of what we, today, can do about them. We cannot go back into history and change the past. Poverty exists. Poverty was caused. Projects come and go, but the community must continually benefit from the donor funded projects even after the phasing out of the donor support. What we potentially can do something about are the factors that perpetuate poverty.

The basic idea of determinacy of sustainability should be designed to produce a continuous flow of outcomes for a long time. This refers to the continuation of benefits after development assistance has been completed because sustainability includes projects effects after implementation, the notion of building resilience to risk is party of the reason for focusing on the determinants of sustainability. Sustainability hence refers to sustainability of donor funded effect

rather than any particular project organization which can be dissolved at the end of project implementation (World Bank, 2006).

1.2 Statement of the problem

There has been a drastic move in rural development due to donor funding and donor orientation. Maintaining goods and services that are deliverable outcomes of project interventions has continued to be critical in Kenya, and more particularly in the rural areas such as Ganze (Swiss Agency for Development and Cooperation, SDC, (2008). The reports still adds that it is the objective of every donor funded project to meet the desired outcomes and continue giving support to community even after the donors have phased out. The researcher reveals that within each project work plan, there are sustainable mechanisms put in place to ensure continuity beyond project timeline. Guijt & Woodhill (2002) states that the community as well as the donor's goodwill within a project coupled with a sound strategy from the government to provide continued support to donor funded projects contributed to sustainability of the same.

Sustainability of projects has always been lacking in as much as several billions and billions of money has been pumped in by donors for projects throughout the Country. There are still several programs which have not been successful and people still depend on donor funding to implement more projects without any mechanism to sustain the projects beyond their timelines. According to Obasanjo (2003), analysis of the capital economic structure have identified the complexity of getting resources to the people, getting people to participate, financing and managing delivery of services at micro and macro levels as major challenges. Unsurprisingly, poor communities have continued to witness a decline in living standards, increasing levels of poverty and deterioration in infrastructures (Kilifi DDP 2005 – 2012). A good example of this given by the District Development Plan is the donor funded food security projects in Ganze which were initiated long since 1999, gravity fed water system and irrigation scheme projects are up to date available in papers and not a reality on the ground. This indicates failure in national state institutions to sustain aid driven services beyond the involvement of international donor agencies.

It should be recognized that little research has been done within the aforementioned geographical area to determine the sustainability of donor funded projects. The study therefore seeks to

establish determinants of project sustainability of donor funded projects within the rural Kenya taking the case of selected donor funded projects in Ganze Constituency.

1.3 Purpose of the Study

The purpose of the study was to examine the determinants of sustainability of donor funded projects with a special emphasis on food security in Ganze constituency in Kilifi County.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To determine how poverty levels affect sustainability of donor funded projects in Ganze constituency.
2. To examine how community participation influences the sustainability of donor projects in Ganze constituency.
3. To assess the extent to which government strategies determine sustainability of donor projects in Ganze Constituency.
4. To examine how donor roles affect the sustainability of donor funded projects in Ganze constituency.
5. To assess how management practices affect the sustainability of donor funded projects in Ganze constituency.

1.5 Research Questions

The study attempted to answer the following research questions:

1. How do poverty levels affect the sustainability of donor funded projects in Ganze constituency?
2. How do community participation influence the sustainability of donor projects in Ganze constituency?
3. To what extent do government strategies determine sustainability of donor projects in Ganze Constituency?
4. How do the donor roles affect the sustainability of donor funded projects in Ganze constituency?

5. To what extent could management practices affect the sustainability of donor funded projects in Ganze constituency?

1.6 Research Hypothesis

This study tested the following hypothesis:

Hypthesis 1:

H_0 : μ = Poverty levels do not influence the sustainability of donor funded projects.

H_1 : μ \neq Poverty levels influence the sustainability of donor funded projects.

Hypthesis 2:

H_0 : μ = Community participation does not relate with sustainability of donor funded projects.

H_1 : μ \neq Community participation relates with sustainability of donor funded projects.

Hypthesis 3:

H_0 : μ = Government strategies do not contribute to sustainability of donor funded projects.

H_1 : μ \neq Government strategies contribute to sustainability of donor funded projects.

Hypthesis 4:

H_0 : μ = Donor's role does not contribute to donor funded projects in Ganze constituency

H_1 : μ \neq Donor's role contributes to donor funded projects in Ganze constituency.

Hypthesis 5:

H_0 : μ = Management practices of implementing organizations do not influence the sustainability of donor funded projects.

H_1 : $\mu \neq$ Management practices of implementing organizations influences the sustainability of donor funded projects.

1.7 Significance of the study-

Enhancing project sustainability beyond donor support was a vital perspective of development. Historically, donors have treated development separately from sustainability which has resulted in the aggravation of the problem of persistent poverty.

The research prepared the poor to manage development projects sustainably beyond project timelines through their own means, alternatives and resources.

The study acted as a source to help the researcher to acquire knowledge and understand the determinants of sustainability of funded projects especially on the aspect of food security in Ganze constituency in Kilifi County.

Similarly, the research helped the government to understand the extent of community involvement and participation in donor projects as well help in planning on equitable distribution of resources to sustainably support community projects. It will also help the government to understand the role that various stakeholders play in sustainability of donor projects and help create a synergy that will be beneficial to the government.

The research assisted the community to know how to position their efforts in project implementation for proper output relating to the sustainable of their projects.

To the General Public, this study helped them know and understand different strategies used in contributing to sustainability of donor funded projects; the community's role, function, importance and impact in sustainable development as well as nation building.

1.8 Delimitations of the study

The study evaluated the knowledge, attitude and practices / habits of the Ganze constituents by selecting and studying a selected sample within the Constituency in order to determine the measure and the way of distributing the variables. Ganze Constituency is one of the seven

Constituencies in Kilifi County namely; Kilifi South, Kilifi North, Malindi, Magarini, Kaloleni and Rabai. This study described the geographical segmentations as strata, and will estimate the proportion of community which has certain characteristics and make predictions for the purpose of this study. Ganze Constituency is in Kilifi County, it has 4 divisions namely Ganze, Bamba, Sokoke and Jaribuni. The study highly concentrated on the selected communities within the aforementioned divisions where the data for this study was collected.

1.9 Limitations of the study

Some of the limitations of the study were:

Financial constraints: The research required a lot of money to ensure that all logistical issues are taken care of; such as provision of stationery in terms of questionnaires. Those who collected data needed to be paid allowances and assumes quite a lot of cash. In relation to this therefore, the researcher was forced to acquire a loan from a financial institution in order to meet the demands of the research project.

Time limitations: Some of the questions asked required a lot of explanations because of their sensitivity. This therefore meant that lengthy discussions were made which spent a lot of time in responding to the questions set and as a result, the time taken to collect the data exceed the exact time allocated for data collection. The questionnaire were taken to the respondents earlier so that they can take their time before they could respond to it. For those who were interviewed directly, there was need for enough time to create a good rapport with the respondent for ease response.

1.10 Basic Assumptions of the Study

The study was built on the following assumptions;

1. The respondents would be truthful in responding to the questions.
2. The number of questionnaires (the sample size that will be chosen) would be adequate to help in drawing valid conclusion

1.11 Definition of significant terms.

Community participation Occurs when a community organizes itself and takes responsibility for managing its problems.

Donor: Someone, organization, institution or a group of people who voluntarily offer their philanthropy to support an initiative for a positive change.

Goodwill: Attitude of kindness and friendliness; benevolence or the friendly hope that something will succeed.

Project: This is an undertaking, a community initiative geared towards a particular change process within that community.

Sustainability: The capacity to stay beyond a particular period; in this context, the ability for a project to continue beyond the particular or specific support offered initially to jumpstart it.

1.12 Organization of the study

The research project is organized in five chapters excluding the preliminary pages which contain the title, declaration, dedication, abstract, acknowledgements, and table of contents, list of figures, and list of tables, abbreviations and acronyms. It also contains the references, letter of transmittal and the questionnaires at the end of it.

Chapter one contains the background of donor funded projects highlighting the fragility of the global perspective in the donor funded project sphere and overview. Within the chapter, various scenarios and case studies at a global, regional and local perspective are looked at.

Chapter two contains the various schools of thoughts in a desktop review of both theoretical and empirical literature on overall determinants in donor funded projects. A conceptual framework outlining all the various independent variables and their indicators in a relation with the dependent variable, the interceding and moderating variables is also included at the end of the chapter.

Chapter three contains the research design, target population, sampling procedures and sample size, methods of data collection, data validity ,data reliability, data analysis techniques, ethical considerations and operational definition of variables.

Chapter four contains the data presentation, analysis and interpretation of poverty levels, community participation, government strategies, donor role and management practices in sustainability of donor funded projects.

Chapter five contains summary of findings, discussions, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Baker (2003) literature review is the evaluation of all sources of information that relate to the topic under study literature review has also been defines as the use of ideas in literature to justify the particular approach to the topic and demonstration that the study contributes something new. The researcher therefore intends to asses to what extent poverty levels, community participation, government strategies, donor goodwill, and strategic management could determine project sustainability.

2.2 Overview of the Sustainability of Donor Funded Projects

Several projects run throughout the Country have shown a paradigm shift from self-sufficient to donor funded dependency and as a result sustainability of the same has been wanting. Donors have responsibilities when funding development interventions and one such important responsibility relates to phasing out support. Projects are not always a life time intervention, they have timelines. Donors phase out support at project levels for a number of reasons. In many instances phasing out is a part of a carefully-considered approach to ensuring the long-term sustainability of a programme or project. In other instances there may be higher level “political” reasons that remove some or all of the control that programme managers have over investment decisions. A recent joint donor evaluation of exit strategies in bilateral aid programmes concluded that planning for a “proper exit” and sustainability is “the exception rather than the rule” (Heldgaar, 2008).

Inclusively designing project interventions that have a high probability of sustainable outcomes and impacts, backed by a gradual, sensitive and flexible process of phasing out, closely coordinated with donor partners. Phasing out can often be controversial, particularly when the motivation is seen as political or out of the hands of programme managers on the ground. A joint donor evaluation of country exit decision making confirms that country-level exit decisions tend to be politically motivated and do not involve a prior assessment of the sustainability of the activities supported. Furthermore, donors rarely explore the possibilities of other donors taking

over and there are only a few examples of phasing out processes with a clear focus on ensuring sustainability. The consequences were sometimes “disastrous”.

Within country programmes, politically motivated decision making on programming priorities can impact significantly on phasing out decisions and sustainability. These in-country processes are characterized by donors shifting from bilateral to (harmonized) multilateral budget support; or deciding on a shift in sector priorities due to domestic political pressure. By its nature, however, support to empowerment processes enables donors in country offices to insulate themselves somewhat from these external risks by integrating a “phasing over” approach into programme and project design, transferring programme activities to local organizations and networks (C-Safe, 2005). During programme design and implementation, emphasis is placed on capacity building so that the services provided can continue through local organizations. Ensuring this approach is implemented from the start of a programme can reduce any negative impact of phasing out and better prepare programme partners for the unexpected.

Empowerment processes function through projects and programmes, building capacity and transforming relationships. Donors’ responsibility in phasing out funding includes transparency, inclusion, predictability, obligation and sustainability. “Phasing over” should be an integral part of design and implementation and should continue through local organizations. Sustainability must focus on both technical skills and institutional change in relationships, strengthening social capital, bargaining power and local government. Donors work with existing organizations from the beginning, agree a clear exit strategy and emphasize capacity building of local partners and look for synergies among projects, governments and donors. Donors commit to participatory knowledge management, systematization and dissemination of learning.

2.3 Poverty and donor project sustainability

In the various literatures reviewed, poverty as a social problem has been realized to be a deeply embedded wound that permeates every dimension of culture and society in the world (World Bank, 2002). The IUCN (1997) adds that poverty includes sustained low levels of income for members of a community. On the same note, Pearce & Robinson (2004) stated that it includes a lack of access to services like education, markets, health care, lack of decision making ability,

and lack of communal facilities like water, sanitation, roads, transportation, and communications; and in this context, food insecurity as well. The above diversification of literature seems to have a similar outlook of how poverty is and permeates at the community. It gives an outline of understanding how poverty is viewed by various schools of thoughts in the development world.

Donor funded projects have been started throughout the world to reduce the levels of poverty within the society and elevate development to another level. Several studies conducted throughout the world have had a positive impact to the community although continued implementation after donor support has been the challenge. To some extent, poverty levels have gone down during the implementation stages although sustaining the same after phasing out proved impossible. The World Bank Report of 2008 clearly puts it across that poverty relates very well with sustainability of projects within a certain context. It adds that when the community is extremely poor beyond support, continued implementation of projects at an independent level becomes very impossible. However, when poverty levels are higher, the rate of sustainability on donor funded projects increases.

In a local context, the Kilifi District Development Plan of 2005-2010 clearly indicated that the Ganze poverty levels in the area fell at 56% meaning that out of 100 citizens in Ganze, 56 live below 1USD a day, which was very pathetic. Furthermore, it is a "poverty of spirit," that allows members of that community to believe in and share despair, hopelessness, apathy, and timidity. Poverty, especially the factors that contribute to it, is a social problem, and its solution is social. It has been learnt worldwide that we can not fight poverty by alleviating its symptoms, but only by attacking the factors of poverty.

Many donor funded projects have found their interest in the poverty levels in certain areas. However, the more the poverty levels within a community, the difficult the situation for donor funded projects to intervene (Thompson & Strickland A.J, 1999). The simple transfer of funds, even if it is to the victims of poverty, will not eradicate or reduce poverty. It will merely alleviate the symptoms of poverty in the short run. It is not a durable solution. Poverty as a social problem

calls for a social solution. That solution is the clear, conscious and deliberate removal of the big five factors of poverty (Wilson, Ian, 1992).

In most Communities in developing countries, the dramatic pace of demographic, economic, and social change severely overburdens the capacity of local authorities to provide urgently needed sustainable mechanisms for eradicating poverty. In fact, the challenge of providing adequate service cannot be met through development support alone; the required funding is just not available and the needs and problems themselves are evolving too rapidly. In these circumstances, service provision depends very much on an efficient organization of service delivery processes and the best possible use of available resources. It is mainly a question of managing crisis, which calls for active cooperation between government agencies and communities, as well as stakeholders among other private actors. (Schubeler, Peter, 1996)

Participation should be justified on the basis of its contribution toward the objectives of reducing poverty. While participation in development initiatives may also serve broader social and political goals, the decision to employ a participatory approach must in the first place be based on the contribution of this approach toward the goals of poverty reduction and the effectiveness and efficiency of service delivery. Participatory poverty reduction requires that user communities and responsible institutions have both the capacity and the opportunity for participation. While this may seem self-evident it raises the crucial point that participatory processes have specific requirements in terms of resources, time, and skills; the necessary capacity must be established and adequate opportunities for participation created. And participation is always associated with empowerment of the participants for poverty reduction and sustainable development. (Smith, M. K. 2006)

2.4 Community participation in project sustainability

Community participation is a 'process' whereby people who are to benefit from local development influence the direction and execution of activities rather than merely receiving a share of the benefit. This means they take an active role in identifying their needs, prioritizing those needs, mobilizing internal and external resources and implementing activities towards achieving their objectives (Aworti, 2008). According to Moser (1989) community participation

is essential in ensuring sustainability of community projects since local people and their legitimate organizations are able to develop the needed capacities to transform community development process beyond the short-term interventions. Community participation is therefore a means through which local self-reliance is stimulated thus reducing dependency on the outside agencies (Comwall, 2008).

Community participation is an important component in ensuring sustainable development. McArthur (1993) asserts that it ensures that local community provides local technology and knowledge that is necessary for local development. Aworti (2008) adds that involvement of the people at the community level is likely to improve design and that giving the community a voice will result in better quality decision making and programmers more closely tied to local needs. Equally, community participation in all parts of project planning is acknowledged by development literature as important in yielding community responsibility for operation and maintenance of community projects (Schouten & Moriarity 2008).

Participation may involve contribution of ideas, priorities, resources, time or decision-making, implementation and evaluation. The goal of participation is to give the communities ownership, the ability to express themselves, to learn from them and ultimately to empower them through the transfer of skills, abilities and knowledge (Shannon McNulty & Judy Aibel, 2001). Despite the use of participation approaches in community development, it does not automatically produce sustainable solutions since decisions made by a community are influenced by the community's understanding of the issues involved, such as health related implications of poor water quality and inadequate sanitation (Barnes as Ashbolt, 2007).

Several factors that been identified as affecting community participation hence sustainability. Plummer (2002) identifies this factors to include; skills and knowledge and employment, education and literacy cultural beliefs and practices, gender, social and political marginalization. Dorsner (2004) adds the barriers that may hamper participation are considered; social norms and values, the legal system, administrative rules and procedures and income distribution.

Education and literacy are the greatest determinants of community participation in development projects. Studies have shown that level of education in the community affect the level of commitment available in the community so as to participate in development projects. Aworti (2012) argues that participation increases with education. He indicates households that are educated will anticipate the benefits of community self-help and therefore participate in its development. While lall et al, (2004) states that the level of education of the households head has significant effects on willingness to participate in community activities. They add that the higher the level of education for example high school education increases the probability of community participation by almost 5.7 percent. Mutiso (1991) also indicate that the level of education in a community becomes an important criterion in community development because it influences the extent to which the members can visualize alternatives to their present situation.

On the contrary Aworti (2012) argues that education in itself is not entirely a determining variable in community participation, he states from the finding of his study that many uneducated households scored even better than those with secondary school education in variables such as: membership of community organization, attendance at meetings and participation in planning. While those in education speak more in meetings than those without education do. All together what is needed to ensure equal participation in community development activities is not just educated project leaders but also having a community with adequate level of basic education. Dorsner (2004) attest that in Senegal community projects participation of villagers was affects by the low education level and thereby the low management, organizational and leadership skills available in the community to take part in the project in the decision making level. High education level can also be a hindering factor in community participation as explained by Dorsner (2004) in which she indicates that educated members of the communities at times are not available for their community even if they have interest since they are hugely unreliable as they tend to have other business commitments.

Political organization also affects the sustainability of community projects. Many of the community projects in developing countries are initiated based on the local political affiliations that exist in the communities. Dorsner (2004) indicates that in Senegal village community was divided along political lines between the two most influential political parties as a result, project

implementation proved difficult in a context of shifting political support to and hijacking of the project. Data (2005) while analyzing the sustainability of community based organization of the rural poor in Bangladesh realized that political manipulation was a factor that affected citizen's participation in community projects. He concluded that political leaders used community projects as means of getting votes. This results in manipulation of community/project leaders and alienation of community members of different political affiliations. Political will also affects participation in community projects lack of political will in initiating community projects in an area makes community member to be skeptical on the intentions of the government even when the projects that they stand to benefit from are initiated. This happens because of lack of trusting existing between the local community and the government (Dale & Newman, 2008)

Rural 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; that is 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, 1987). According to Ohiani and Oni (1987), people see 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 livelihood sustainability.

These people do without force or coercion but through collective agreement and individual's willingness. This is the view of Hillman (1960) 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 (1973) that without coercion or some other special device to make individuals act in their own interest, rational self-interested 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. 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.

According to Okafor (2005) what we observe when communities participate in their own projects include empowering communities improve efficiency, local participation yields better projects, better outcomes as well as greater transparency and accountability enhances service delivery. Community participation can kick start local, private contractors, service providers and it also encourages donor harmonization. Communities who are the beneficiaries of the projects should not be seen as targets of poverty reduction efforts but should be seen as *assets* and *partners* in the development process.

2.5 Government strategies and sustainability of donor projects

Good analytic work is essential for well-focused policy that guides donor funded programs in a country. Donors must be confident that the policies their assistance supports are based on sound information. A greater recognition has been given to the importance of an evidence base for policy so the amount of analytical work has risen. Given the limited capacity of many partners much of this has been commissioned by donors themselves (Clarke & Oswald 2010).

According to Eyben (2010), many of the diagnostic tools for policy making are well established, and, since they form the basis for planning and allocating public resources, ownership by partner governments has traditionally been high. However, they may not be applied with sufficient coverage and consistency, the basic statistics that the tools require may not be collected sufficiently well or poor communications within a partner government may prevent analytic work being shared. The challenge for donors is in assisting governments to raise quality,

coverage, consistency, transparency and relevance of analytic work to policy development and reform.

In other countries, donors have led the development of diagnostic tools; particularly on government systems for fiduciary purposes. Sometimes this has resulted in a proliferation of overlapping tools that have been applied to a particular country without adequate co-ordination. Here the need is to avoid duplication and promote partner government ownership in the design and dissemination of analytic work – and of the decisions that it supports (SDC, 2008).

The proliferation of preparatory work can impose unnecessary administrative burdens on partner governments via the multiple consultancy missions and the separate processing of similar donor proposals. Multiple formats and models of results frameworks and logical frameworks can make it difficult to use the analytic work produced by individual donors. Underlying these problems is the lack of incentives within donors to make better use of each other's work and that of partner governments to avoid repetitive analyses for preparing individual project preparation (Eyben, & Cornwall 2008).

Donors can also fail to consult sufficiently in identifying and designing operations – with partner governments, other donors and civil society and representatives of the private sector in partner countries. This might create a conflict with a partner government's poverty reduction strategy (or equivalent national framework) or duplication or conflict with other donors' operations. It can also undermine the prospect of sustaining the benefits of an operation and preclude an important opportunity for building capacity in a partner country; (Fahey & Narayanan 1986).

The cost of reporting and monitoring needs however to be carefully balanced against the benefits of the Government. These can be briefly described as follows. Firstly, it provides essential data and insights for drawing lessons, priority setting and forward planning. Secondly, it offers the assurance that funds are used for agreed purposes – a necessary condition for carrying out sustained co-operation. Thirdly, it supplies information on whether a policy, development strategy, programme or project is being implemented as planned and is reaching its objectives.

Achieving this in an effective way is in the common interest of both donors and partner countries; (Fox 2004).

Having seen the need for government to engage the communities to participate in the conception, design and implementation of projects that affects them in order to achieve sustainability, there are certain conditions that must be fulfilled for the sustainability to be achieved. The first condition for achieving sustainability is that there must be government support (state or local). This is because, according to Adamolekun (1983), local government arouses local citizens to contribute financially to the management of local affairs, get involved in local management as elected or appointed officials or participate on a voluntary basis within community development committees engaged in self-help projects. The assistance from the government can be in cash or in kind.

2.6 The role donors play in sustainability of donor funded projects

Partner countries have legitimate interests in autonomy of action, and in transparency and predictability of aid flows. Donors have legitimate concerns regarding good management and the impact of their aid. This can create a tension between the good practices of promoting ownership and partnership with partner governments and the desire of donors to ensure that aid is used for its intended purposes and helps promote reform; Alsop, et al.(2006).

An effective aid relationship requires a donor and partner government to build a working consensus on objectives and strategy. This is easier when the latter has a definite strategy, clearly presented and implemented. Where government capacity is weak, a challenge for donors is in assisting partner countries to develop a nationally owned strategy. Poverty reduction strategies are increasingly the focus of strategic agreement, provided they link into the country's own planning and budgeting system. (Brown, & Weiner, 1985)

A further challenge for donors in building partnerships is to reach a clear agreement with partner governments on how a government's performance will be assessed and how this assessment will be used to determine aid flows. Transparency and predictability about aid flows enhance trust between donors and partner governments.

According to C-safe (2005), particular issues arise when donors channel funds through partner government systems and disbursement of these funds is linked to government performance. There is a spectrum of such donor operations ranging from certain types of partner government managed projects to the provision of un-earmarked budget support. They have a number of features that make partner governments potentially more vulnerable to any lack of coherence in their provision – they are provided directly to a partner government’s budget, can be subject to a high degree of policy conditionality and individual tranches can be significant in relation to the budget. In the case of budget support, either general or sector-earmarked, these characteristics make it desirable that a common framework for the provision of budget support be agreed between a partner government and those donors providing such support. Such a framework provides greater clarity and transparency in the mutual expectations of donors and partner governments. This greater understanding enables partner governments to plan with more certainty, to use these resources to enhance country performance and facilitate macroeconomic management.

Multiple inconsistent practices by donors impose burdens on partners. Where it is not possible to use partner country systems, donors can ease this burden by adopting common systems and procedures or adopting joint working arrangements that include shared decision-making. Such harmonization can lead to stronger, more sustainable forms of aid co-ordination, provided care is taken to consult fully with partner countries so that donor harmonization is in their interests. Donors work together in partner countries in various ways. Some of these working arrangements, such as joint monitoring teams and joint high-level meetings, directly reduce administrative burdens on partner countries. Others, such as lead donor arrangements for particular sectors and donor co-ordination bodies, can create the potential for lower burdens on partners of administering aid; (Csaszar, 2005).

Phasing out can often be controversial, particularly when the motivation is seen as political or out of the hands of programme managers on the ground. A joint donor evaluation of country exit decision making Heldga, (2008) confirmed that country-level exit decisions tended to be politically motivated and did not involve a prior assessment of the sustainability of the activities

supported. Furthermore, donors rarely explored the possibilities of other donors taking over and there were only a few examples of phasing out processes with a clear focus on ensuring sustainability. The consequences were sometimes “disastrous”.

Within country programmes, politically motivated decision making on programming priorities can impact significantly on phasing out decisions and sustainability. These in-country processes are characterized by donors shifting from bilateral to (harmonized) multilateral budget support; or deciding on a shift in sector priorities due to domestic political pressure (Guijt, & Woodhill, 2002).

In these force majeure circumstances, the biggest challenge faced by country and programme managers in country offices can be that the political decision on exiting or phasing out is out of their hands and out of their control. This can make the operation of “ideal scenario” principles and the management of risk very difficult. *Insight Partnership 1995* confirmed that relationships with in-country partners can be jeopardized if they feel they have not been included or consulted in a decision to phase out; and the sustainability of programme impacts can be vulnerable if the phasing out is introduced prematurely in the programme cycle.

By its nature, however, support to empowerment processes enables donors in country offices to insulate themselves somewhat from these external risks by integrating a “phasing over” approach into programme and project design, transferring programme activities to local organizations and networks (c-safe, 2005). During programme design and implementation, emphasis is placed on capacity building so that the services provided can continue through local organizations. Ensuring this approach is implemented from the start of a programme can reduce any negative impact of phasing out and better prepare programme partners for the unexpected.

2.7 Management practices of projects in project sustainability

Strategy is a set of decision-making rules for guidance of organizational behavior. There are four distinct types of rules and such includes, yardstick by which the present and future performance of the firm is measured. The quality of these yardsticks is basically called objectives and the desired quantities are called goals. There are also rules for developing the firm’s relationship

with its external environment. What products and technology the firm will develop, where and when the products are to be sold, how will the firms gain advantage over competitors. This set value is called the product market or business strategy. Rules for establishing the internal and processes within the organization; this is the frequently called the organizational concept. Rules by which the firm conducts its day-to-day business called operating.

The above rules and values have several characteristics. For example, the process of strategy formulation results in no immediate action, but gets the general direction in which the firm's position will grow and develop; (Guijt, & Woodhill, 2002).

Management practices must be used to generate strategic projects through the search process. The role of strategy in search is filtered to focus on areas defined by the strategy and second, to filter out inconsistent with strategy. Thus, strategy becomes unnecessary whenever the historical dynamics of an organization will take it where it wants to go. Strategy formulation must be based on highly aggregated, incomplete and uncertain information about classes of alternatives. Successful use of strategy requires strategy feedback. Strategy and objectives may appear similar, but they are very distinct. Objectives represent the end results, while strategy is a means to these ends. Strategy is therefore a system concept which gives coherence and direction to growth of a complex organization. Coherence behavior and organization coordination are attained through informal organizational learning and adaptation. When environment, technology, or competition changes, in a duly manner, the managers are able to adapt their responses incrementally, using their accumulated knowledge and experience (IUCN, 1997).

Management practices strategy needs to be developed at the organizational level if an organization is to have a vision of its shape and role in the future. Failure to address organizational strategy in a coherent and structured manner can result in "Strategic Drift" leaving an organization unable to respond to the expectations of some or all of its stakeholders (Johnson & Scholes, 1999). Adopting a management perspective becomes a problem when an organization places the focus on detail rather than strategy. The inward looking view can easily result in the pursuit of efficiency gains at the expense of everything else resulting in an organization that is making poor decisions very efficiently. Rosen (1993) explains that, within a

public sector setting, the organization needs to maximize the product of efficiency and effectiveness.

Management practices strategy that is based on an internal perspective can result in micro-fixing, which may not benefit the broader value chain into which the organization fits. Management best practice, as explained in Johnson et al (1999) explains that stakeholder expectations need to be at the heart of the strategy formulation process. The real risk is that the organization pays lip service to stakeholder analysis and simply includes their perception of what is and is not important. The lack of meaningful stakeholder analysis was one of the criticisms of the Logical Framework Analysis (LFA), a management technique adopted by the UK's Department for International Development, and was one of the issues addressed in the German technical cooperation agency's (GTZ's) development of 'objectives oriented project planning (Gasper, 1997).

Organizations are environment dependent and everything they undertake has to depend heavily on the evaluation of the same. The relationship is input and output-dependent with the result being transformation. Organization will only survive if they remain relevant to the environment. Managers have to clearly manage the interface of the above relationship. The definition of this relationship with the environment should give way to the organization's strategy which must also compare to capability (Johnson & Whittington, 2005).

According to Ansoff McDonnell (1990), strategic management model, competitive environment is divided into five levels of turbulence that is, repetitive, expanding, changing, discontinuous and unforeseen. His strategic success theorem states: For optimal success of an organization, the strategic aggressiveness (both technological and marketing) and the components of capability (managers and organizational climate, competence and capacity) must match the level of environmental turbulence in which the organization competes. Ansoff uses a five-point integral scale to also measure the corresponding five levels of strategy: stable, reactive, anticipatory, entrepreneurial and creative and the corresponding five levels of capability: custodial, production, marketing, strategic and flexible, as he develops a strategic diagnostic questionnaire to obtain the perceptions of the general managers of an any organization. When there is

alignment or minimal gap between the average level of competitive environment and each of the components of strategy and capability, then the organization should have optimal success.

Well thought out concepts involving strategic segmentation, resistance to change, optimizing strategic portfolio, strategic dimensions of technology, societal strategy issues, real-time strategic response to managing surprising changes, strategic issue management and environmental surveillance for strong signals and weak signals in anticipating environmental change. Johnson & Whittington, (2002) theory says that at levels 1 to 3, a firm can extrapolate the future from the past.

However, at level of discontinuous and surpriseful, management practices must be used by an organization to realistically plan for future successes in a highly turbulent competitive environment. Marien, (1991) theory applies to all types of organizations, and he explains how industries can have unexpected shifts from one level of turbulence to another. Each organization's experience with strategic management is unique, reflecting the organization's distinct culture, environment, resources, structure, management style, and other organizational features. Strategic management not only creates plans attuned to assumptions about the future, but also focuses on using these plans as a blueprint for daily activities.

According to MacKinnon, (1998), management practices activity is concerned with establishing objectives and goals for the organization, and with maintaining a set of relationships between the organization and the environment which enable it to pursue its objectives and at the same time consistent with the organizational capabilities. This can be sustained as long as the organization is able to be responsive to environmental demands. In addition to future performance potential, another end product of strategic management is an internal structure and dynamics capable of contained responsiveness to changes in the external environment. This requires managerial capability to sense and interpret environmental change, coupled to capability to conceive and guide strategic response.

Galina, a. (2010) confirmed that the development aid landscape has changed dramatically in the last decade hence exposing the limitations of the international aid system. Organizations are now

required to operate within various dimensions, and reconciling their activities to satisfy the needs of all of these dimensions is proving difficult. Often, an agency is faced with diverse issues such as droughts, floods and conflicts, human rights and good governance, shadow economies and aid contributions to them, the politicization of development and the question of access. To cope with just one of these areas is a challenge; to cope with them all simultaneously is close to impossible. For any organization, good management provides the minimum basis for a sound approach and the absence of it can exacerbate the problems in the operating environment.

Organizations have different ways of responding to complexities in the environment. When issues arise, detected, there are generally six strategies that organizations may use in responding to them. These include; opposition strategy where firms try to influence the environmental forces so as to negate their impact. This is only successful where you have some control over the environmental variable in question. Adaptation strategy is where an organization adapts to the new environmental conditions while in offensive strategy, they try to turn the new influence into an advantage - quick response can give you a competitive advantage. Others are redeployment strategy in which firms redeploy assets into another industry. Contingency strategies allows firms to determine a broad range of possible reactions - find substitutes and last, but not least, passive strategy, no response, study the situation further; (Pearce & Robinson 2004.).

Thompson Strickland (1999) defines strategic adaptations as changes that take place over time to the strategies and objectives of an organization. Such change can be gradual or evolutionary, dramatic or even revolutionary. Ansoff McDonnell (1990) noted that strategic responses involve changes to the organizations strategic behavior. Such responses may take many forms depending on the organizations capabilities and the environment in which it operates. Well developed and targeted strategic responses are formidable weapons for a firm in acquiring and sustaining a competitive advantage. These strategic responses include among others; restructuring, marketing, information technology and culture change.

Margoluis Salafsky, (1998) stated that in reactive behavior, response is delayed until the impact of the change has become painful and threatening. Once the response is triggered, the first efforts are heroic, operating changes and retrenchment. Measures are tied one at a time, and only when

they have been exhausted, does attention turn to strategic countermeasure. In decision management, the response is triggered when the impact of change has become unambiguous, without the additional procrastinations observed in the reactive management. Operating countermeasure is tied first, but in a planned systematic manner.

Pearce Robinson (2004.) added that once operating measures have been exhausted, the firm turns attention to strategic response. Planned behavior differs from the preceding two in the fact that strategic and operating countermeasure is considered at the outset, and a proper combination is used in parallel. In both reactive and planned behavior, there's frequently an additional period of procrastination beyond the point at which the importance of the threat has become unambiguous. This is composed of a systematic delay, due to data processing and decision making and behavioral delay due to resistance from the power structure, and for managers who refuse to accept evidence which is at variance with experience. Experience shows that in planned management, the delay can vitiate the time advantage offered by forecasting and planning.

All these behavior have their place in the repertoire of management responses, the threats and opportunities. In slowly changing environment, reactive management while costly can avert disaster. As the environment becomes more and more turbulent, it becomes necessary to use first, the decisive response and second, the planned response if the firm is to avoid a disastrous impact.

Ansoff & McDonnell (1990) noted that turbulence is therefore weighed according to the impact they might have on the organization. This calls for the strategic issue management or managing by detecting weak signals. Strategic Issue Management is a forthcoming development either from outside or inside of the organization and is likely to have a bigger impact on the ability of the organization to meet its objectives. An issue may be welcome; opportunity to be grasped in the environment, or an internal strength which can be exploited to advantage, or it can be welcome; an external threat or an internal weakness which imperils continuing success, even survival of the enterprise. Frequently, external threats because they signal significant discontinuities in the environment can be converted into opportunities by aggressive and entrepreneurial management. In fact, such ability to convert threats into opportunities has been one of the most prized characteristics in management.

A comprehensive analysis of environmental trends and prospects identifies additional strategic issues. Resolution of strategy and environment divided issues becomes the central pre-occupation of annual planning process. Stokke B et al (1991) confirmed the strategic issue analysis of impact and response to significant developments as well as the growing incidence of events from unexpected sources and impact quickly on organizations. The combination of speed and novelty of such issues may make them fast to permit timely perception and response within the annual planning system. It is therefore important for organizations to separate issue planning from resolutions.

Formulation of external flexibility strategy is part of the strategic flexibility planning, process where it is usually assured to require information inputs. But measures such as a balance of technological, business and political – geographical risks can be planned and implemented if the state of knowledge is no better than levels of reaction, long before the nature of the threat becomes concrete. Internal flexibility is concerned with configuring the resources and capabilities of the firm to permit quick and efficient repositioning to new products and new markets, whenever need arises. The key to the above is the environmental and psychological readiness to face unpleasant and unfamiliar events, ability to solve unfamiliar problems and creativity. Another element is the managerial systems structure to permit expeditions and flexible response to change. A third element is the flexibility of logistics resources and systems – resource liquidity, diversification of work skills, module capacities and so forth (Ansoff, 1976)

2.8 Conceptual Framework of the study

The main objective of this study was to find out the determinants of sustainability of funded project in Ganze Constituency in Kilifi County, Kenya. In this research a conceptual framework was adopted as illustrated below. The dependent variable identified was the sustainability of funded projects, which varied due to the effects of various factors. The structural model indicated that, poverty levels, community involvement and participation, government strategy, donor goodwill and strategic management are determinants of project sustainability in Ganze. Equal important are the moderating variables and intervening variables which directly or indirectly

influence the independent variables. These included the governance and leadership and the interceding influences which include the cultural indicators as illustrated in the figure below.

**Figure 2.1: Conceptual Framework
Determinants of Sustainability of Donor Funded Projects**

Independent Variables

Poverty levels
 1. Households that take at least 2 meals a day.
 2. Household living in permanent structure establishment.
 3. Households with livestock

Community participation
 1. Project developed through community problems
 2. Lack of community involvement in project implementation

Government strategies
 1. Complementing efforts from the government
 2. lack of local sustainable mechanisms

Donor's roles
 1. Availability of funding from donors
 2. No of donors funding projects within the community
 3. Government reliance on donor funding.

Management practices of projects.
 1. Lack of goodwill from community
 2. Projects not having a good exit strategy

Moderating variables

Governance and leadership:

- Existence of structures and procedures that enhance control in food security
- Existing legal framework on donor funded projects

Dependent variable

Determinants of Sustainability of Donor Funded Projects:

- No of projects depending on donor funding
- Annual support from donor

Interceding Variables

Culture and tradition:

- Community's cultural practices and influence to food security
- Community's attitude

The conceptual framework above explains the relationship between the independent variables and the dependent variable. In this study the independent variables are poverty levels, community participation, government strategies, donors roles and management practices of projects while the dependent variable is the determinants of sustainability of donor funded projects. The intervening variable is culture and tradition while moderating variable is governance and leadership.

2.10 Summary literature review

From the discussion outlined above, it is evident that sustainability is a concept that has shaped community development in many ways. It is evident that critical indicators of sustainable development cannot be measured by only the long term benefits being accrued from a project but from a consolidated contribution of all aspects of sustainability, most critically; all factors discussed in the literature review points towards the idea of community participation as the whole mark of sustainable development.

From the review it is evident that sustainability of community development is dependent on mutual involvement of all stakeholders as each one of them has a role to play in the process of community sustainability its also clear that while most community projects have been planned and implemented by involving the local communities, most of this projects are sustained beyond donor closure. Hence this paper seeks to identify how poverty levels, community participation, government strategies, donor roles and management practices determine the sustainability of donor funded projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter, discussion of the methodology that was used to conduct the research adopted the following structure; the research design, the target population, sampling and sample size, data collection methods and procedure, the validity and reliability of the research tools, ethical considerations; and data analysis and presentation techniques. Finally, a detailed operational definition of variables was done and provided in the final section of this chapter.

3.2 Research Design

A descriptive survey design was adopted, which according to Kothari (2004), it was appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make necessary predictions. The design provides a deep understanding of events being studied and was helpful in getting firsthand experience of events under studies.

According to Khan, (1993), descriptive survey design was recommended for its ability to produce statistical information about aspects of education that interest policy makers and researchers. In summary, descriptive survey design is appropriate in that it describes the various characteristics of the population as well as explores the relationship between the variables in the study.

3.3 Target Population

Ganze Constituency has four divisions; Ganze, Bamba, Sokoke and Jaribuni. The research considered a population of 36,672 which included the total registered beneficiaries in entire Ganze constituency; projects consider working with and thus had information about how projects fared within the area.

The researchers' choice of 36,672 clients was guided by the data available for registered people following 2009 KDHS and UN guidelines who received direct support from projects operating within the area. This study target the clients receiving donor funded project support and service providers (NGOs and GoK ministries) methodology at the time of the interview so that primary data and the exact methods chosen or preferred are physically seen. The inclusion of the service

providers in this study was to enable the researcher to investigate their influence on donor project sustainability.

Table 3.1: Sampling frame

<i>Strata</i>	<i>No</i>
NGO workers	300
GoK Ministry personnel	300
Opinion leaders	400
Female adults community members	500
Male adults community members	500
Total	2000

Source Ministry of Planning and Local Development 2012

3.4 Sample size and sampling procedure.

The sampling technique was the process of selecting a specific number of respondents for a study (Ngulube, 2003). This study employed two approaches in determining the sample size. The approach used to determine the sample size from the targeted population will be adopted from (Kothari 2004) as illustrated below;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 N - 1 + z^2 \cdot p \cdot q}$$

Where as;

n- Size of the sample

z- Value of standard variate at a given confidence level

p- Sample population

q- (1-p) and

e- Acceptable error

In this study, the researcher desired 95% confidence level giving the value of z (± 1.51) while the acceptable error was expected at 0.054. According to Faraday (2006), the acceptable error was generally set at 0.05 or a 5% probability that a significance difference occurred by chance. Kothari (2004) recommends a value estimate of p at 0.5 as this gave a maximum sample value and yield the desired results. Using these values, the sample size was calculated as follows;

$$n = \frac{1.51^2 \times 0.54 \times 0.5 \times 36,672}{0.05^2 (36,672-1) + 1.51^2 \times 0.54 \times 0.5}$$

$$n = \frac{11,580.0412}{59.3124}$$

$$n = 195.23$$

$$n \neq 200$$

The approach used to determine the sample size from the list of stakeholders as respondents was adopted representing 10% as proposed by Mugenda and Mugenda (1999). Comparing Gay (1983) articles, he highly recommends 10% of cases in descriptive studies which was representative of the total population.

Table 3.1: Sample size

<i>Divisions</i>	<i>No. of donor funded projects</i>		<i>No. of stakeholders and other community development service providers</i>	
		<i>10%</i>		<i>10%</i>
Ganze	12	1.2=1	17	1.7=2
Sokoke	9	0.9=1	18	1.8=2
Bamba	18	1.8=2	22	2.2=6
Total	26	4	57	6

Therefore, a sample size of 200 respondents for the quantitative questionnaire, 4 donor funded projects and 6 stakeholders and/or other community development service providers will be drawn using cluster sampling technique. Cluster sampling was a sampling technique used when "natural" but relatively homogeneous groupings are evident in a statistical population. The principle of cluster sampling selection procedure assigns each individual in the sample the same chance of selection. In this technique, the total population was divided into clusters and a simple random sample of the groups is selected (Williams, 1998).

The four donor funded projects within Ganze constituency was the number of clusters, an equal number of questionnaires will be distributed. The respondents were drawn from the registered beneficiaries of the donor funded projects who had been benefiting from the projects within Ganze constituency in each of the clusters. The population was expected to yield maximum results.

3.5 Data collection Methods

This study used both the questionnaire and an interview guide for data collection, the questionnaire was used among the total targeted beneficiaries of donor funded projects and the interview guide was for the stakeholders and community development service providers.

According to Frey and Oishi 1995, an interview was a purposeful conversation in which one person asks prepared questions (interviewer) and another (respondent) answers them. This was done to gain information on a particular topic or a particular area to be researched. The use of the interview approach is flexible, providing a large amount of detail. It was clear that the answers were solely those of the person being questioned. Wimmer and Dominick 1997 reiterated that the intensive situation that the interview is conducted in, may in itself allow information to be gained without directly asking for it.

The selection of the interview tools was guided by the nature of data to be collected, the size and distribution of the population and the objectives of the study. Questionnaires increased the chances of getting honest responses since they ensure anonymity of the respondent. The questionnaire was used both open ended and closed ended questions. The use of open ended questions was offer flexibility for the respondent to provide more details. Closed ended questions allow for quantitative analysis to be done. This balance was useful for a comprehensive analysis.

3.6 Data Collection procedure

The main instrument in this study was the structured questionnaire which formed the basis of data collection to meet the objectives of the study. The questions were both open ended and

closed ended. The closed ended questions aimed at collecting quantitative data while the open ended questions provide qualitative data.

In his narration, Mugenda and Mugenda (2003) made it clear that questionnaires were commonly used to obtain important information about a population under study. He added that it was normally easy and convenient to address each item and develop specific themes of the study. The questionnaires would be distributed to the selected members of the sample in the overall population. The questionnaires were administered by trained enumerators, strategically selected and briefed on how to check and verify completely filled questionnaire. The respondents were given a time frame (if necessary) within which they responded to the questionnaire after which the questionnaire was collected by the trained enumerators and verified by the researcher on the agreed time. Since cost is a major factor in this study, the researcher used questionnaires because it is less costly and not time consuming.

Key informant interviews were conducted to collect comparative qualitative information which will supplement the questionnaires. This was collected from the stakeholders mainly the Government Ministry and the NGOs.

3.7 Validity And Reliability Of Research Instruments

Reliability is the degree to which an assessment tool produces stable and consistent results. Validity refers to how well a test measures what it is purported to measure.

3.7.1 Validity of Research Instruments

According to Mugenda & Mugenda (2003), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. In the narration according to Cooper & Schindler (2007), the aspect of pretesting questionnaires helps the researcher find ways to increase participants' interest. The same pretest helps in discovering question content, correction in the wording and the sequencing problems before the actual study. It also helps in exploring ways of improving overall quality of study. In this study, the instrument validity will be measured by content validity test. In this test, the researcher considered a few (about 5) cases for some pilot studies.

However, different authors have various reactions on the validity exercise. According to Mugenda and Mugenda (2003), the usual procedure in assessing the content validity of a measure was to use a professional or expert in a particular field. For the sake of this study, the researcher sought opinions of experts in the field of study especially the lecturers in the department of project management to establish the validity of the research instrument. This would facilitate the necessary revision and modification of the research instrument thereby enhancing validity. On the same note, the content validity would be obtained by asking the supervisor, lecturers and other professional their opinions on whether the questionnaire was adequate.

3.7.2 Reliability of Research Instruments

Reliability referred to the consistency of measurement and was frequently assessed using a test-retest reliability method; Cooper and Schinder (2007). In most cases, reliability increases by including many similar items on a measure, or at times by testing a diverse sample of individuals and by using uniform testing procedures.

Reliability enabled the researcher to identify the ambiguities and inadequate items in the research instrument; where the instrument reliability is the dependability, consistency or trustworthiness of a test. The aforementioned test-retest technique was the measure, where questionnaires were administered to a group of individuals (according to the tested number) with similar characteristics as the actual sample. Tests are normally repeated at intervals; for the sake of this study, the time interval would be one week. At each time interval the test is made, the scores obtained from each tests would be correlated to get the coefficient of reliability. In the event that the Spearman's Rank Correlation Coefficient falls at an average of 0.75, it would be certain that the instrument is 85% reliable and therefore reliable and consistent to answer the research questions of the study.

3.8 Data Analysis

This study sought to establish the extent to which the independent variables influence the dependent variables. It was therefore suitable to analyze data using descriptive analysis. Descriptive analysis was the study of the distribution of one variable and it provides the

researcher with profiles of the study population such as their size, composition, efficiency, preferences and so on (Kothari, 2004).

At this stage, it was the actual procedure of processing the data into useful information where the researcher will be able to use it for discussion and interpretation. First, the completely filled questionnaires and interview schedules completed were checked for completeness at two levels. Initially, the data collectors have to verify that questionnaires are complete before taking them to the researcher where she would do the final verification herself. This was deliberately done to ensure that many anomalies detected were corrected immediately before the questionnaire was not taken from the respondent.

In this case, data quality control and cleaning commenced in the field by the researcher ensuring that all the information on the questionnaires has been properly collected and recorded and checked for completeness of data and internal consistency. Data analysis started once all the data has been captured. Closed-ended questions were analyzed using nominal scales into mutually exclusive categories and frequencies by employing descriptive statistics using the statistical package for social sciences (SPSS V 20.0) and MS Excel. Open-ended questions will be analyzed using conceptual content analysis. Analysis involved the production and interpretation of frequencies counts, tables and graphs that describe and summarize the data.

3.9 Ethical Considerations

Before undertaking the research in the field, an informed consent was obtained from the respondents, allowing them to participate voluntarily in the study. Approval was sought from the District ethical committee before undertaking the research. Respondents were informed that the information they gave would be purely for research purposes. The aims and objectives of the research were explained before and after undertaking the research, which helped in attaining an informed consent from the respondents. Before embarking on the field, the researcher had to meet the legal requirements and make prior appointments for the interviews.

3.10 Operational Definition of variables

Variables referred to anything that might impact the outcome of a study. The operational definition of variables describes what the variables were and how they would be measured within the context of this study.

Table 3 shows the operational definition of variables for this study, indicators, measurement, and the data collection methods that were used.

Table 2.3: Operational definition of terms

Objective/Research question	Type of variable	Indicators	Measure	Level of scale
1. How do poverty levels influence the sustainability of donor projects in Ganze?	Independent High level of poverty	1. Households that take at least 2 meals a day 2. Households living in permanent structure establishment 3. Households with livestock	- Families depending on projects - % level of poverty on annual basis	Nominal Ratio
2. How can community involvement and participation influence the sustainability of donor projects in Ganze within Kilifi County?	Community involvement and participation in projects:	1. Project developed through community problems 2. Lack of community involvement in project implementation	- Levels of community participation - No community meetings to formulate projects - Community gaps in project involvement and ownership	Ratio Nominal Ordinal
3. To what extent can government strategies contribute to sustainability of donor projects in Ganze	Government strategies	1. Complementing efforts from the government 2. lack of local sustainable mechanisms	- government projects - local community initiatives	Ordinal Ordinal

Constituency?				
4. How does donor's good will contribute to donor funded projects in Kenya with emphasis to Ganze in Kilifi County?	Donor Goodwill	<ol style="list-style-type: none"> 1. Availability of funding from donors 2. No of donors funding projects within the community 3. Government reliance on donor funding. 	<ul style="list-style-type: none"> - Amount of funding used - No of projects funded by donors - Policies on donor funding reliance 	<p>Ratio</p> <p>Nominal</p> <p>Ordinal</p>
5. To what extent can the strategic management of projects influences the sustainability of donor funded projects in Ganze within Kilifi County?	Strategic management of projects	<ol style="list-style-type: none"> 1. Lack of goodwill from community 2. Projects not having a good exit strategy 	<ul style="list-style-type: none"> - Perception of community on funded projects - Available sustainable mechanisms - Community initiatives towards exit of donor funding 	<p>Ordinal</p> <p>Ordinal</p> <p>Ordinal</p>
	<u>Dependent</u> Sustainability of Donor Funded Projects.	<ul style="list-style-type: none"> • No of ongoing projects depending on donor funding 		
	<u>Moderating</u> Governance and leadership.	<ul style="list-style-type: none"> • Existence of structures and procedures that enhance control in food security • Existing legal framework on donor funded projects 		

	<u>Intervening</u> Culture and tradition	<ul style="list-style-type: none">• Community's cultural practices and influence to food security		
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The presentation in this chapter shows the analysis of the data collected from the various respondents, the interpretation of the findings and the summary discussions. A number of statistical applications have been utilized in the analysis of the key findings and the testing of the hypothesis through correlation, chi square, mean and mode. Data has also been presented through tabulation as shown in each variable discussed below.

4.2 Response rate

Analysis of the rate at which questionnaires that was given out to the respondents and how they were returned for analysis in complete form is as analyzed in table 4.1 below.

Table 4.1: The response rate of respondents

	<i>No of respondents</i>	<i>% Percent</i>	<i>Valid %</i>	<i>Cumulative Percent</i>
Returned	190	95	94.7	94.7
Not returned	10	5	5.3	100.0
Total	200	100	100.0	

In this study, a target of 200 general respondents was made where only 5 questionnaires out of the 200 were not returned. In this research therefore, the analysis of quantitative data was derived from 190 respondents and 6 key informants as shown in table 4.2 below.

Table 4.2: The response rate of key informants

	<i>No of respondents</i>	<i>% Percent</i>	<i>Valid %</i>	<i>Cumulative Percent</i>
Returned	6	100	100	100.0
Not returned	0	0	0	100.0
Total	6	100.0	100.0	

Table 4.2 above shows a target of 6 key informants of the questionnaires which included 1 government officials, 3 NGO workers and 2 community leaders; all were completed and returned, thus valid for analysis.

4.3 Demographic characteristics of respondents

The study of demographic data includes age, marital status and education level.

4.3.1 Distribution of the respondents by gender

The study focused on a population of respondents aged above 21 and 50 years of age and of different gender status. He study revealed a proportion of 66.7% male respondents and 33.3% females. Similarly, among the key informants, 30% were women while men represented 70% of those interviewed by the researcher.

4.3.2 Distribution of the respondents by their marital status

The study sought to find out the distribution of respondents by marital status. The findings were as shown in table 4.3.

Table 4.3: Marital status of respondents

Marital status	No of respondents	% Proportion	Valid %	Cumulative Percent
Single	17	9.1	9.1	9.1
Married Monogamous	71	37.3	37.3	46.4
Married Polygamous	45	23.6	23.6	70.0
Widow	57	30.0	30.0	100.0
Total	190	100.0	100.0	

Table 4.3 illustrates that majority of the respondents 37.3% had monogamous marriages while 23.6% were polygamous. Singles comprised of 9.1%, while widows stood at 30% respectively.

4.3.3 Age bracket in years of the respondents

The study sought to find out the age range for the respondents and the findings were as discussed in table 4.2:

Table 4.4: Average age of the respondents

Age brackets	x	No of respondents(f)	fx	% Proportion
21-25 yrs	23	21	483	11.08
26-30 years	28	36	1008	18.9
31-35 years	33	30	990	15.78
36-40 years	38	32	1216	16.88
41-45 years	43	18	774	9.47
46-50 years	48	53	2544	27.89
Total		190	7015	100

The average age of the respondents was calculated as follows:

$$\bar{x} = \frac{\sum xf}{\sum f} = 7015 \div 190 = 36.92$$

The average age of the respondents is 37 years. The table indicates that majority of the respondents 27.89% were between 46-50 years of age with 15.78% being between 31 to 35 years and 16.88% being between 36 to 40 years of age respectively. 18.9% of the respondents however were between 26 to 30 years with those between 21-25 years standing at 11.08%.

4.3.4 Distribution of respondents by their levels of education

Table 4.5 shows that 27 % of the respondents had no formal education meaning that they had not completed primary school. It was important to note that out of the 27% who had no formal education, 5.9% had not gone to school at all.

Table 4.5: Distribution of respondents by Level of Education

	No of respondents	% Proportion
None	10	5.9%
Lower Primary	40	21.1%
Upper Primary	84	49.4%
Secondary Incomplete	8	4.7%
Secondary Complete	40	21.1%
Tertiary/ College	4	2.4%
University	4	2.4%
Total	190	100%

Further analysis however revealed that majority of the respondents (73%) had formal education among them being 49.4% who had reached upper primary, 22.3% who had attended Secondary school of these, 4.7% did not complete secondary school education. It was however realized that a proportion of 2.4% had attended colleges and University graduates reported at 2.4% respectively. The analysis of the study findings is indicative of the fact that majority of the respondents had some formal education and could at least understand the matter under review and thus articulated issues very well.

4.4 Poverty analysis

The study sought to find out whether poverty levels had an influence on sustainability to donor funded projects. As reflected in table 9 below.

Table 4.6: Distribution of respondents by their poverty levels

<i>Indicator</i>	<i>Response categories</i>	<i>Percentages</i>
What is the source of income for your household?	1. Farming	13%
	2. Livestock keeping	41%
	3. Hunting and gathering	8%
	4. Casual laborer	9%
	5. Employment	0%
	6. None	29%
Is the source of income sustainable throughout the year?	1. Yes	38%
	2. No	35%
	3. N/A	29%
How many meals do you take per day?	1. One	11%
	2. Two	56%
	3. Three	34%
	4. Four	9%
	5. None	0%
Households living in permanent structure establishment (observe)	1. Permanent structures	3%
	2. Semi-permanent houses	12%
	3. Makuti and mud houses	80%
	4. No houses/ staying with relatives	2%
	5. Temporary sheds	3%
Do you have livestock?	1. Yes	65%
	2. No	35%
What kind of livestock do you keep?	1. Goats	77%
	2. Cows	12%
	3. Poultry	8%
	4. Donkeys	3%
	5. Others	0%

From the analysis above, it was evident that livestock keeping and farming proved to be the sources of income for the majority of the population in Ganze area as both were reported by 41% and 13% respectively. In a discussion with the Ministry of Agriculture in the area, the same sentiments were echoed as livestock clocked a lot of income for the community. In as much as crop farming was practiced, the officer stated that majority of the community in Ganze preferred it as a food crop rather than income.

Upon asking if the source of income they got from whichever source they preferred, 38% confirmed their satisfaction on the sustainability of the source of income while 35% declined.

Poverty levels may at times be determined by the number of meals a family consumed in a day. It was for this reason that the study sought to find out the number of meals consumed in most of the households belonging to the respondents and the findings revealed a significant 34% majority consuming at least three meals in a day. While the WHO standards recommended three meals a day in a household, it should be noted that majority of the households in Ganze consumed less than the recommended as evidenced by 56% majorities who consumed two meals in a day while 11% took only one meal. However, it should be noted that 9% consumed four meals a day.

The study revealed that only 3% of the respondents lived in permanent houses while another 12% lived in semi-permanent houses. Majority of the respondents in Ganze lived in the traditional makuti thatched and mud walled houses. It should be noted that 3% stayed in temporary sheds while 2% had no houses but stayed with their relatives.

65% of the respondents kept livestock. This could be indicative of the fact that majority of the respondents derived their income from livestock as reported by 41%. However, 35% reported that they did not keep livestock.

Out of those who kept livestock, 77% kept goats while 12% kept cows. Poultry and donkeys were reported by 8% and 3% respectively. It was made evident during the interview with a local leader that goats derived a lot of wealth for the community. This could be one of the sources of income as one of the types of livestock reported to derive income for households in Ganze. However, according to the village elder, donkeys were mostly kept for transportation purposes considering that Ganze was a semi arid zone and means of transportation from one point to another in the interior were lacking.

During the determination of the hypothesis, the following were tested:

H₀: Poverty levels did not affect sustainability of projects in Ganze.

H₁: Poverty levels determined sustainability of projects in Ganze.

In this study, the chi-square test was used in measuring how poverty levels could influence or determine sustainability of projects in Ganze and test results shown in the table below.

Table 4.7: Testing of research hypothesis

	<i>Levels of Poverty</i>	<i>Sustainability of donor funded projects</i>
Chi-Square	128.113	81.321
Df	5	4
Asymp. Sig.	.100	.012

The illustration in the table above clearly indicates that the chi-square values on the levels of poverty were as high as 128.113, at 5 degrees of freedom in the chi square rated values. The determinant was quite assumable and thus determination could be complemented by other factors such as the degree of defense. The analysis proved clearly that the computed value in this assumption was larger than the other indicator of the chi-square which falls at 81.321 for the sustainability of donor funded projects. In determining the influence of the tested variable, the Asymp. Sig. values on the range of levels of poverty are .100 at 5 degrees of freedom. This however seemed larger than that of availability of sustainability of donor funded projects. The computed value was also larger than the table value of the sustainability of donor funded projects in the chi-square which is 0.012. The null hypothesis is rejected thus poverty levels do not determine sustainability of donor funded projects in Ganze constituency.

4.5 Community participation

The study sought to find out if there were donor funded projects in Ganze and the findings revealed a 92% confirmation and 8% who felt there had not been any donor funded project in Ganze area.

Some of the donor funded projects that had been implemented in Ganze included;

1. Njaa marufuku project conducted by the government
2. Kazi kwa vijana by the Ministry of Youth
3. Food security project by World Vision

In the interviews with the key informants, additional projects were mentioned such as;

1. Innovative and conservation agriculture by Ganze Women Empowerment Group funded by UNDP
2. Livestock support project funded by MESPT
3. Rural empowerment project funded by KAPAP

It was evident that there were quite a number of donor funded projects that had been implemented within Ganze area.

The study sought to establish if the respondents had ever been involved in planning of any donor funded projects. 70% declined while only 13% confirmed to have been involved at the planning stages. It was however noted that 17% did not know at all if they had been involved in any planning of donor funded projects or not.

Those who reported not have been involved in planning reported of the people they had evidenced being involved in the planning stages as shown below;

Table 4.8: Proportion of communities who were involved in project planning

Who is involved in planning of projects	%	Mean	Sd	Variance
Community	3.9%	3.2706	1.76870	3.128
Implementing partners	62.5%			
Donors	9.4%			
Government	11.8%			
None	12.4%			
Total	100%			

The study findings revealed a majority of 62.5% of respondents who reported of implementing partners being planners of donor funded projects. In the same line of analysis, a mean of 3.2706 was realized systematically in line with a standard deviation of 1.76870. A stringent analysis of

the standard error revealed 3.128 variance, which was symbolic of a relief in the variate and thus gave a significant strength to the variable.

The study sought to find out the main problems in the area and the analysis was tabulated as below;

Table 4.9: Main problems in the area

Main problems(x)	No of respondents(f)	fx	%
Water	5	70	36.84
Food security	15	54	31.05
Education	25	24	15.26
Health	35	8	6.84
Others	45	14	10.0
Total	190	3270	100

The mean realized from the main problems in the areas was calculated as follows.

$$\bar{x} = \frac{\sum xf}{\sum f} = 3270 \div 190 = 17.21$$

According to the table above, it was indicative of the fact that there is still room for improvement on the aforementioned areas of development in order to achieve total dependency and sustainability as the mean of 17.21 realized was way low.

The projects in implemented in Ganze area dealt with the aforementioned problems. This was revealed by 75.8% of the total respondents as shown below;

Table 4.10: Proportion of respondents reporting whether projects were dealt with

	Respondents	Valid%	Mean	Sd	Variance
Yes	144	75.8	1.3294	0.47279	0.224
No	46	24.2			
Total	190	100			

It was however noted that 24.2% of the respondents mentioned that the problems aforementioned above were not dealt with since the status remained as it was.

Community involvement in the phasing out of a project was yet another indicator of sustainability of donor funded projects in an area. The study sought to find out if the respondents had ever been involved in any project phase out within Ganze area.

Only 17% confirmed to have been involved in project phase out. Some of the aforementioned areas where communities had been engaged in included the handing over stages alongside training on project implementation. It should however be noted that majority of 83% of the respondents reported not to have been involved in any project phase out. After the phase out period, none of the respondents reported to have implemented donor funded projects.

Table 4.11: Test Analysis for community participation in donor funded projects sustainability

<i>No.</i>	<i>Indicators</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Rank in severity</i>
Community participation				
7.1	Have you been involved in monitoring donor funded projects	2.08	1.13	1 st
7.2	Have you ever been involved in planning of any donor funded projects	2.12	1.28	2 nd
7.3	Do the projects in your area deal with any of these problems.	3.48	1.23	5 th
7.4	Have you ever been involved in any project phase out	3.26	1.46	3 rd
7.5	Do you implement projects after donors have phased out	3.62	1.14	4 th
Grand mean/standard deviation		3.18	1.12	

Community participation was determined as a factor that influenced sustainability of donor funded projects by several indicators. The foremost ranked indicator was the extent of community involvement in monitoring of donor funded projects. A mean of 2.08 and a standard deviation of 1.13 ranked the indicator first in hierarchy. A similar indicator was the extent of community involvement in project planning as evidenced through a rigorous ranking analysis where its mean fell at 2.12 across a standard deviation of 1.28 in series.

The last determinant in the variance was the extent of community involvement in project phase out where a mean of 3.26 through a standard deviation of 1.46 was realized. The foregoing analysis of the variable testing is indicative of a rough idea that community participation was a significant determinant. This therefore means that we reject the null hypothesis this is because there is evidence that community participation influences sustainability of donor funded projects in Ganze constituency.

4.6 Government strategies

The study sought to find out if the government strategies in project implementation had a significant influence in the sustainability of donor funded projects in Ganze and findings were as follows;

Table 4.12: Responses on government strategies

No.	Indicators	Agreement scale					
		<i>Strongly Agree</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>N/A</i>
5.1	Government involved in implementing of donor projects	3	4	5	5	5	0
5.2	Complementing efforts from the government	3	5	5	4	3	0
5.3	Availability of sustainable policies for donor project implementation	5	5	5	3	2	0
5.4	Government involvement in projects after phase out of donors	4	4	4	4	2	0
5.5	Government complementing projects to donor funded projects	5	5	4	3	2	0
5.6	Local sustainable mechanisms for donor funded projects	1	5	5	5	5	0
5.7	Government providing a conducive environment for donor funded projects	5	4	4	3	4	0

The table above indicates that governments normally get involved in project implementation soon after donors had phased out as the rate of agreement on the scale was higher. This was highly indicative of the fact that government good will in project implementation after donors period was highly practiced in Ganze area.

A significant proportion of respondents were also of the opinion that corresponding efforts from the government contributed to sustainability of donor funded projects in Ganze. This was highly reported in the agreement scale while a similar status of agreement reported the contrary in the agreement scale.

Hypothetically, the study tested the following variables in sequence and results discussed below;

H₀: The government strategies in implementing projects do not influence sustainability of donor funded projects.

H₁: The government strategies in implementing projects influence sustainability of donor funded projects.

In this study, the chi-square test was used in measuring the relationship between government strategies in implementing projects and sustainability of donor funded projects in Ganze.

Table 4.13: Testing of research hypothesis

	<i>Government involved in implementing of donor projects</i>	<i>Complementing efforts from the government</i>	<i>Local sustainable mechanisms for donor funded projects</i>
Chi-Square	168.221	78.532	86.122
Df	5	3	4
Asymp. Sig.	.100	.017	0.002

The table above clearly indicates that the chi-square values on the government involvement in community projects are 168.221, at 5 degrees of freedom. It seems clear that the computed value in this assumption is larger than the other indicators' in the table of the chi-square which both fall at 78.532 and 86.122 for the complementing efforts from the government and local

sustainable mechanisms for donor funded projects respectively. The Asymp. Sig. values on the range of government involvement in implementing donor funded projects are .100, at 5 degrees of freedom, larger than those of availability of complementing efforts from the government and local sustainable mechanisms which remained at 0.017 and 0.002. The computed value is also larger than the table value of the chi-square which is 0.100. In this analysis, it prompts the researcher to make simple implications of rejecting the null hypothesis that government strategies do not influence the sustainability of donor project in Ganze. An imperative study shows a case where government failure to follow up projects that have been started by donor funding would similarly lead to failure of such projects within a community.

4.5.4 Correlation between government strategies and sustainability of donor funded projects

Table 4.14: Correlation between Government goodwill and project implementation in developing economies

	<i>Government strategies</i>	<i>Sustainability of donor funded projects</i>
Government strategies	1	0.552
Sustainability of projects	0.552	1
No. of respondents	190	190

The study did a correlation of the Karl Pearson correlation co-efficient in determining the relationship between government strategies and sustainability of donor funded projects in Ganze, the findings of the study revealed a slight positive correlation of 0.552 between the two variables. The analysis was also cross checked with the findings above on the results of the various indicators within the government strategies in project implementation. The null hypothesis was rejected because of the impact of government strategies on the sustainability of donor funded projects implementation in Ganze constituency.

4.7 Donor's role

An analysis of the study findings on the donors role in the sustainability of donor funded projects in Ganze was done as follows;

Table 4.15: Analysis of donor roles

No.	Item	%	Systematic analysis of variate			
			Mean	S.d	Asign.	Varian ce
	Donor's good will					
4.7.1	Availability of funding from individual donors	65%	3.09	1.56	.001	3.128
4.7.2	Availability of good will from partner countries	12%				
4.7.3	Donor policies influential in sustainable projects	33%				
4.7.4	Availability of donors funding projects within the community	76%				
4.7.5	Government highly reliant on donor funding	81%				
4.7.6	Donors working directly with the community	44%				
4.7.7	Donors working through government agencies	09%				
4.7.8	Donors working through implementing agencies	76%				

The analysis of the study findings indicated above show a sequence and series of indicators which have an impact directly or indirectly with the sustainability of donor funded projects within Ganze constituency. While availability of funding from individual donors was so paramount as reported by 65% of the respondents, a glimpse in an eye for the availability of donors funding projects within the community and donor working through implementing partners could be noted as significant indicators in the variable as both were reported at 76% respectively.

Another strong indicator was the Government highly reliant on donor funding which was reported at 81%. While the foregoing was so, it should be noted that there were other insignificant indicators which could have impacted on the variable only that their statistical

inferences fell lower than expected in the hypothesis. In determining the hypothetical inferences in this study, the researcher attempted to establish if there is a relationship between donors role and sustainability of donor funded projects in Ganze.

Table 4.16: Correlation between donors' role and sustainability of donor funded projects

<i>Donor role sustainability of donor funded projects</i>		
Donors' goodwill	1	0.779
Sustainability of donor funded projects	0.779	1
No. of respondents	190	190

A correlation analysis was conducted as shown above using the Pearson correlation co-efficient in order to establish the relationship between the two variables (donors' role and the sustainability of donor funded projects). The results revealed a positive correlation of 0.779 between benefits the donors' goodwill and sustainability of donor funded projects. In summary, it was prudent to conclude from the test analysis that that although there were an increased number of respondents who were of the opinion that donor goodwill was paramount; sustainability of donor funded projects was still quite unpredictable in Ganze constituency. Therefore, the null hypothesis was rejected.

4.8 Management Practices

Analysis of the study findings on the strategic implementation of donor funded projects in Ganze was conducted as shown below;

Table 4.17: Management Implementation of projects

No.	Item	Determination of indicators				
		%	Mean	S.d	Asig	Variance
	Strategic management of projects					
					n.	
7.1	Decision making at project management level	22%	3.90	1.99	.198	3.1280
7.2	Lack of goodwill from community	34%				
7.3	Result oriented project implementation	17%				
7.4	Availability of sustainable monitoring strategy	12%				
7.5	Availability of projects formative evaluation	09%				
7.6	Availability of projects summative evaluation	12%				
7.7	Sustainable implementation of strategies	25%				
7.8	Conducive environment for strategy implementation	29%				
7.9	Adaptability of strategies	21%				
7.10	Coherence of strategies used	27%				
7.11	Cost effectiveness of strategies	19%				
7.12	Projects not having a good exit strategy	19%				

The above analysis indicates that management practices of projects have a significant impact on the sustainability of donor funded projects in Ganze area. Further analysis on the correlation was conducted and the chi square values obtained to justify the study findings.

4.6.3 Correlation between strategic implementation of projects and sustainability of donor funded project

While strategic implementation of projects was perceived to be a determinant, this study sought to justify this hypothesis. A Chi Square test methodology was carried out on the variable and an analysis of the test results.

The study sought to find out if there was a correlation between management practices of projects and the sustainability of donor funded projects in Ganze.

Table 4.18: Correlation between strategic implementation of projects and donor funded projects

	<i>Strategic implementation of projects</i>	<i>Sustainability of donor projects</i>
Lack of goodwill from community	1	0.93
Sustainable implementing strategy	0.101	0.996

Determination of Chi-Square test relations was conducted using the Pearson product and findings of the Pearson test recorded as stated above. The Pearson product-moment correlation was run to determine the relationship between strategic implementation of projects and sustainability of donor funded projects in Ganze. The indicators revealed that there was a strong, positive correlation between the two variables which was statistically significant ($r = .93$, $n = 180$, $P < .0005$).

From all indicators, there seemed to be an implication that projects with good management practices always had high chances of sustainability. The Pearson Test analysis discussed above clearly gives the researcher the mandate to reject the null hypothesis meaning that good management practices influences the sustainability of donor funded projects in Ganze constituency.

The coefficient of determination (r^2) as shown in table 14 above indicates a very insignificant level of relationship between the strategic implementation of projects results in the test analysis and sustainability of donor funded projects in Ganze. An in-depth test was conducted and results shown below.

Table 4.19: Residual Analysis for Strategic implementation of projects

Model	Sum of Squares	Df	Mean Square	f	Sig.
1	2.379	1	2.379	.018	.896 ^a
Residual	1040.567	8	130.071		
Total	1042.946	9			

a Predictors: (Constant), Strategic Implementation of Projects

b Dependent Variable: Sustainability of donor funded projects in Ganze

It is evident from the above analysis that management practices of projects has a significant impact on the sustainability of donor funded projects in Ganze; This means that we reject the null hypothesis.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND
RECOMMENDATIONS.

5.1 Introduction.

In this chapter the researcher summarizes the findings of the study based on the findings on of the five objectives. In each case the researcher briefly states the findings and the general implications they have towards the sustainability of donor fund project in Ganze constituency.

At the end of the chapter, the researcher's stats recommendations and highlight areas that need further research.

5.2 Summary of findings

The study was designed to examine the determinant of sustainability of donor funded project in Ganze constituency. Five objectives were stated based on factors influencing sustainability. Three indicators were used to measure the influence of poverty levels and sustainability of donor funded project in Ganze constituency. The indicators used were meals per day at household level, household living in permanent structure and household with livestock. Based on the responses a significant 34% consumed at least three meals a day, 56% majorities consumed two meals, 11% took only one meal while none went without meals. 80% of people in Ganze lived in Makuti and mud houses where as only 3% lived in permanent structures. Only 65% of the respondents kept livestock which was used to complement their income. The chi-square results which are 0.012 fell within the researchers' jurisdiction to accept the null hypothesis that poverty levels do not determine the sustainability of donor funded projects of Ganze constituency.

On community participations and sustainability of donor funded projects in Ganze constituency, 92% of the respondents were aware of the existence of donor funded projects in Ganze whereas 8% had no idea of any donor funded project in the area. The study revealed that only 13% confirmed to have been involved at the planning stages while 70% were not involved in any ways. The study revealed a majority of 62.5% of respondents reported implementing partners being at the center of planning donor funded projects with the community at 3.9% being the least involved stakeholders in planning of donor funded projects. The analysis of the variable testing

indicates that community participation is a significant determinant in the sustainability of donor funded projects.

On government strategies and sustainability of donor funded projects of Ganze constituency, the study revealed that the respondents strongly agreed that the government gets involved in project implementation soon after donors have faced out. The study also shows that respondents strongly felt that there was need for local sustainability mechanism in an agreement scale. The Chi-square statistic results therefore show a relationship between government strategies and sustainability of donor funded projects

The analysis on donor role and sustainability revealed that 65% of the respondent agreed that availability of funding from individual donor is an important aspect of donor roles. 81% reported that government highly relies on donor funding by the government. The study hence revealed a positive correlation between the donors' role and sustainability of donor funded projects.

On management practices of project and sustainability, the study revealed by 29% of respondents that conducive environment for strategy implementation is a function of management that influences the sustainability of donor funded projects. 25% of the respondents also reported that sustainability implementation of strategies was one of the management practices that influence the sustainability of donor funded projects. The indicators revealed a strong positive correlation between the two variables thus reflecting that projects with good management practices had higher chance of sustainability in projects.

5.3 Discussion of finding.

The first objective was to determine poverty levels and their effects on sustainability of donor funded projects.

Finding from the study shows that while WHO standard recommended three meals a day in a household, majority of households in Ganze as evidence by 56% consumed two meals a day while 11% took one meal. The study reveals a relationship between poverty levels and sustainability of donor funded projects. This is in agreement with kilifi district development plan of 2005 – 2010 which indicates that Ganze poverty level fell at 56% meaning that 56% live

below 1US dollar a day. The World Bank report (2008) clearly indicates that poverty relates well with sustainability, in that when the community is extremely poor beyond support continued implementation of projects at an independent level becomes impossible.

The second objective was to examine how community participation influences the sustainability of donor funded projects. Findings from the study show that community participation is a significant determinant in the sustainability of donor funded projects.

Respondent shows that only 13% were involved at the planning stage where as 70% were not involved in any way. The findings is in agreement with Awoti (2008) who says that involvement of the people at the community level is likely to give the community a voice which may result in better quality decision making and programmes more closely tied to local needs. Equally, community participation in all parts of project planning is important in yielding community responsibility and maintenance of community projects (Schouten & Moriarity, 2008).

The third objective was to asses to what extent government strategies influences sustainability of donor projects in Ganze constituency. The findings of the study revealed a positive correlation of 0.552 between the two variables which clearly shows that government strategies in project implementation have an impact on sustainability of donor funded projects in Ganze. This is in agreement with Clarke & Oswald (2010) which states that good work is essential for a well-focused policy that guides donor funded projects that guides donor funded programmes in a country. Having seen the need for government to engage the communities to participate in the conception, design and implementation of projects that affect them in order to achieve sustainability.

The fourth objective is to examine the donors' role and sustainability of donor funded projects in Ganze constituency. The study shows that 65% of the respondents agreed that availability of funding is an important aspect of donor roles. 81% of the respondents reported high reliance of donor funding by the government hence there is a positive correlation of 0.779 between the donors role and sustainability of donor funded projects, this is in agreement with Alsop et al (2006) which states that donor have legitimate concerns regarding good management and the impact of their aid. This can create tensions between the good practices of promoting ownership

and partnership with partner government and the desire of donors to ensure that aid is used for its intended purposes.

The fifth objective is to assess management practices in the sustainability of donor funded project in Ganze constituency. The study reveals that there is a strong positive correlation between management practices of project and sustainability of donor funded projects in Ganze. Projects with good management practices always have a high chance of sustainability. This is in agreement with Mackinon (1998) who states that management practices activity is concerned with establishing objectives and goals for the organizations. Strategic management is an internal structure which requires managerial capability to sense, interpret, conceive and guide strategic response in management practices that would lead to sustainability.

5.4 Conclusion

A cross reference between the various schools of thoughts was suggestive of fact that a number of the variables influenced the sustainability of donor funded projects in Ganze area. A further scrutiny was indicative of the fact that community participation was not a factor to be ignored as it marked the birth of sustainability of any donor funded project.

One of the conditions for achieving sustainability is must there must be government support as a strategy because local government arouses local citizens to contribute financially to the management of local affairs, get involved in local management and participate on a voluntary basis within community development. There was a thin margin between community participation and the government strategies in implementing projects since both of them had similar characteristics and involved a muscled effort in sustaining projects within a community.

Donor role can influence partner government to adhere to standards and accountability mechanisms at the various stages of the funding cycle – proposal appraisal, monitoring, financial, narrative reporting and evaluation. Donors can and must use their collective potential to press for more rapid changes and better performance in project sustainability.

Project managers should use based management practices to build, fine-tune and improve them to fit an organization because best-fit practices mould and enhance the organization towards sustainability.

In order to achieve sustainable projects implemented within a community, there has to be a correlation and a chain of connectivity of various aspects and indicators. This study rules out that community participation, government strategies in implementing projects and donors' role could simply be interlinked to ensure that there was sustainability of donor funded projects within Ganze.

5.5 Recommendations.

The study findings make the following recommendations

Attention needs to be placed on low completion rates of primary and secondary education among the people of Ganze constituency thus factors leading to low literacy levels that contribute to poverty can be sufficiently addressed.

The community needs to be sensitized to understand the need for project planning, monitoring and implementation at all levels. An involvement of community on the phasing out of projects simply meant that the community could be better placed to take over the project implementation after the donors' timelines.

The government strategies in implementing projects ought to be simple, community friendly and involving at all stages. More often, the government handles projects single handed without the involvement of community and thus the community good will goes missing thus leading to lack of sustainability of the donor funded projects.

Donors may seek expertise in identifying priority needs and worthy organizations in our community so that they can make the most of their philanthropic endeavors.

In an effort to sustainably implement donor projects beyond their timelines, there seem to be a need for a comprehensive strategy in management practices that will incorporate all actors in

development. This could therefore mean that all the implementing agencies, government bodies, private sector and community are all involved at once right from the beginning to the end.

5.6 Suggested areas for further research

The study realized some limitation in the way projects were implemented within the communities in ground of gender involvement. It was realized that majority of the projects within the community emphasize on male involvement without taking concern on females and thus having inconsistent gender roles in the project. This therefore means that a further research need to be carried out to establish the involvement of both male and female in project implementation for sustainable livelihoods in the community.

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APPENDICES

Appendix I

Letter of Transmittal

ESTHER MUKOYA MUTIMBA

P.O. Box – 80100 GPO, Mombasa

May 31, 2013

To Whom It May Concern

RE: ACADEMIC RESEARCH

My name is ESTHER MUKOYA MUTIMBA, Masters Student in Project Planning and Management at Nairobi University, Mombasa Campus.

It is a requirement to undertake a research on a particular area of interest. In line with my studies, I am conducting a research on the determinants of sustainability of donor funded projects in Kenya, but more specific in Ganze Constituency within Kilifi County,

This research will use a questionnaire to collect information in order to understand the situation as it is in the subject under review. It is for this reason that I kindly request for your assistance in offering your consent for the interview as well as giving honestly responses to the interview questions.

Looking forward to your corporation

Thank you.

ESTHER MUKOYA MUTIMBA

0722 795035

1. Personal Identification

This section is to be completed for each respondent visited

1.1 Name of District _____

1.2 Division Name _____

1.3 Location Name _____

1.4 Sub –Location Name _____

1.5 Interviewer number _____

2.0: Demographic Information

2.1. Gender

A Male

B Female

2.2 What is Your Current Age?

A. 21-25 Years

B. 26-30 Years

C. 31-35 Years

D. 36-40 Years

E. 41-45 Years

F. 46-50 Years

2.3. What is your Current Marital status?

A. Single

B. Married monogamous

C. Married Polygamous

D. Widow

2.4. What is your education level?

A. None

B. Lower Primary

C. Upper primary

D. Secondary incomplete

E. Secondary complete

F. Tertiary / college

G. University

3.0 Poverty levels

3.1 What is the source of income for your household?

- Farming
- Livestock keeping
- Hunting and gathering
- Casual laborer
- Employment
- None

3.2 Is the source of income sustainable throughout the year?

1. Yes
2. No
3. N/A

3.3 How many meals do you take per day?

1. One
2. Two
3. Three
4. Four
5. None

3.4 Households living in permanent structure establishment (observe)

1. Permanent structures
2. Semi permanent houses
3. Makuti and mud houses
4. No houses/ staying with relatives
5. Temporary sheds

3.5 Do you have livestock?

1. Yes
2. No

3.6 What kind of livestock do you keep?

1. Goats.
2. Cows.
3. Poultry.
4. Donkeys.
5. Others.

4.0 Community involvement and participation

4.1 Are there any donor funded projects in your area?

1. Yes

2. No
- 4.2 If yes, name them.....
99 N/A
- 4.3 Have you ever been involved in planning of any donor funded projects?
 1. Yes
 2. No
 3. N/A
- 3.2 If no, who is involved in planning of projects
 1. Community
 2. Implementing partners
 3. Donors
 4. Government
 5. N/A
 6. Don't know
- 3.3 What are the main problems in your area?
 1. Water
 2. Food security
 3. Education
 4. Health
 5. Others
- 3.4 Do the projects in your area deal with any of these problems?
 1. Yes
 2. No
 3. N/A
- 3.5 Have you ever been involved in monitoring of projects/
 1. Yes
 2. No
- 3.6 Have you ever been involved in any project phase out?
 1. Yes
 2. No
- 3.7 Do you implement projects after donors have phased out?
 1. Yes
 2. No

5.0 Government strategies

No.	Item	Agreement scale					
		1	2	3	4	5	N/A
	Government strategies						
5.1	Government involved in implementing of donor projects						
5.2	Complementing efforts from the government						
5.3	Availability of sustainable policies for donor project implementation						
5.4	Government involvement in projects after phase out of donors						
5.5	Government complementing projects to donor funded projects						
5.6	Local sustainable mechanisms for donor funded projects						
5.7	Government providing a conducive environment for donor funded projects						

6.0 Donor's role

No.	Item	Agreement scale					
		1	2	3	4	5	N/A
	Donor's role						
6.1	Availability of funding from individual donors						
6.2	Availability of good will from partner countries						
6.3	Donor policies influential in sustainable projects						
6.4	Availability of donors funding projects within the community						
6.5	Government highly reliant on donor funding						
6.6	Donors working directly with the community						
6.7	Donors working through government agencies						
6.8	Donors working through implementing agencies						

7.0 Management practices of projects

No.	Item	Agreement scale					
		1	2	3	4	5	N/A
	Management practices of projects						
7.1	Decision making at project management level						
7.2	Lack of goodwill from community						
7.3	Result oriented project implementation						
7.4	Availability of sustainable monitoring strategy						
7.5	Availability of projects formative evaluation						
7.6	Availability of projects summative evaluation						
7.7	Sustainable implementation of strategies						
7.8	Conducive environment for strategy implementation						
7.9	Adaptability of strategies						
7.10	Coherence of strategies used						
7.11	Cost effectiveness of strategies						
7.12	Projects not having a good exit strategy						

Thank you