

**FACTORS INFLUENCING SUSTAINABILITY OF COMMUNITY SERVICE
ORDER PROJECTS IN KIAMBU COUNTY, KENYA**

BY

DANIEL MUNYOKI WATHOME

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DECLARATION

I declare that this project report is my original work and has not been presented for an award in any other University.

Sign.....

Date.....

Daniel Munyoki Wathome

Reg. No: L50/63772/2010

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

Sign.....

Date.....

Juliana Munialo

Lecturer, Department of Distance Studies,

University of Nairobi.

DEDICATION

This research project is dedicated to my family. My wife Elizabeth Wanza and my son Evans Wathome for being my greatest blessing and source of encouragement throughout the study period. May the good Lord bless you always.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIE	Authority to Incur Expenditure
AusAID	Australian Agency for International Development
ADB	Asian Development Bank
CSO	Community Service Order
EU	European Union
FAO	Food and Agriculture Organization
GoK	Government of Kenya
IFAD	International Fund for Agricultural Development
KNCHR	Kenya National Commission on Human Rights
NGOs	Non-Governmental Organizations
OED	Operations Evaluation Department
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PRI	Penal Reform International
SPSS	Statistical Package for Social Science
UNAFRI	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNICRI	United Nations Interregional Crime and Justice Research Institute
USAID	United States Agency for International Development
WB	World Bank
WCED	World Commission on Environment and Development
ZNCCS	Zimbabwe National Committee on Community Service

ABSTRACT

The Community Service Orders (CSO) programme has been in existence in Kenya for 12 years now. Numerous projects have so far been implemented under the programme. However, no project sustainability study has ever been done to ascertain whether the projects were producing their intended economic and social benefits after implementation is complete. This study therefore sought to examine the factors influencing sustainability of community service orders projects in Kiambu County of Kenya. The objectives of the study were to investigate the influence of project identification on sustainability of CSO projects, to determine how training in project management among community service officers influences sustainability of CSO projects, to establish how stakeholder management influences sustainability of CSO projects and to find out how funding of the CSO programme influences sustainability of CSO projects. The study was conducted in Kiambu County targeting all the 40 community service officers from the six field stations in the County. The study was therefore a census. The study adopted a descriptive survey design. Data was collected from the target population using structured questionnaires which were self-administered. A total of 37 questionnaires were completed and returned for analysis. The data collected was analysed using descriptive statistics with the help of statistical package for social sciences (SPSS). The results were presented through frequencies and percentages. The information was displayed by use of tables each accompanied by analytical interpretation in prose. The study findings indicate that project identification, training in project management, stakeholder management and funding do influence sustainability of community service order projects. The study recommends that project identification needs to be participatory to ensure ownership and commitment. It is also recommended that community service officers should be trained in project management so as to have the necessary skills to ensure that the projects they implement are sustainable. The study also recommends that a thorough stakeholder analysis be conducted and the stakeholders be managed well. Funding for the projects needs to be enhanced by putting in place formidable cost recovery measures and diversifying sources of project funds. This will forestall overreliance on government funds for project sustainability.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The concept of sustainable development was first introduced into literature of development by the International Union for the Conservation of Nature (IUCN) in the 1980s. It was later refined in the World Commission on Environment and Development's (WCED) report entitled "Our Common Future" which was submitted to the United Nations in 1987. The report is commonly known as "The Brundtland-Report". It defines sustainable development as the development which meets the needs of the present without compromising the ability of the future generations to meet their own needs (WCED, 1987).

According to the International Institute for Sustainable Development, USA, (1999), to be sustainable, development must improve economic efficiency, protect and restore ecological systems and enhance the well-being of all peoples. At the same time the United Kingdom Government White Paper, entitled "A better Quality of Life" (1999), notes that sustainable development is a very simple idea. It is about ensuring a better quality of life for everyone, now and for generations to come. Three aspects emerge as common elements in the definition of sustainability, namely: the limits of available resources, the interdependence of human activities, both in the present and for future generations and issues of equity in distribution of a good or benefit .

Many countries in the world have developed quite elaborate systems for monitoring project implementation. However, few produce regular information on project operation and maintenance or on the extent to which projects are actually producing the intended benefits (Bamberger 1989; Khan 1989, 1990). This lack of attention to monitoring sustainability is surprising in view of the large numbers of projects that have clearly been unable to continue delivering their intended services over the intended lifetime of the project. The first review of project sustainability conducted by the World Bank's Operations Evaluation Department (OED) found that only nine out of twenty-seven of the agriculture projects studied were classified as "sustained," eight more were "doubtful," and the remaining ten were "not sustained" (World Bank 1985). And of a total of seventeen education projects covered by this and a later study

(World Bank, 1989), nine were classified as likely to be sustained, five were doubtful, and three were unlikely to be sustained.

World Bank (1987) observes that little is known about how well projects are able to sustain the delivery of services over time, and even less about the extent to which projects are able to produce their intended impacts. The need for such information has grown considerably in recent years, for governments and donor agencies have come under mounting pressure to formulate development strategies that contribute to broad goals, such as protecting the environment, alleviating poverty, and improving the economic, social, and political participation of women all of which require a thorough understanding of the complex interactions between a project and its environment. Because many governments are also finding that the constraints on their resources are increasing, they are in addition being pressed to use those resources effectively. This is the bottom line of sustainable development.

On the same breath, Khan (2000) notes that project sustainability is a major challenge in many developing countries. Large number of projects implemented at huge costs often tends to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter. According to several recently conducted studies, while the trend with implementation is showing significant improvement, the trend with post implementation sustainability is rather disappointing. Increasingly, fewer projects are being sustained. This means that while huge expenditures are being incurred by these countries in implementing projects, poor sustainability is depriving them from the returns expected of these investments. This further means that while the debts from development expenditure are increasing, gains from these expenditure have either not been forthcoming fully or been accrued at a lower rate.

According to the Asian Development Bank (2010), projects are conceived primarily as investment interventions that will generate a return. Assessment of sustainability then focuses on the continuity of project outcomes during the life of the project. This responds in the most practical way to accountability for resources used. It also results in a focus on financial and institutional aspects of project sustainability, although other factors can also be important. It is therefore fit to state that the basic idea of project sustainability is that any project should be designed to produce a continuous flow of outputs, services, and outcomes for a long time over its useful or economic life. Some definitions of the concept of sustainability refer to the continuation of benefits after development assistance has been completed. Because sustainability

includes project effects after implementation, other definitions refer to the likelihood that project results will be maintained over time.

Further, ADB (2010) contends that project results should be sustainable even where there are several risks to outputs and outcomes. Consequently, project sustainability is the goal of creating and successfully launching a project that is capable of continuing to generate benefits for an extended period of time. This concept of sustainable project development posits that once the project is launched and begins to generate some type of benefits, it is possible to continue utilizing the same general approaches to allow the project to continue moving forward, supplying those benefits for as long as necessary. As part of the process, the project will often produce resources that can be used in that ongoing operation, making the project worth the time and effort to continue.

According to Khan (2000), several factors are responsible for poor sustainability. Some are simple. Some are quite complex. Some are within the control of the project management, while others come as external threats. Some of the factors can be and indeed ought to be taken care of right at the design stage of a project, whereas, others can be tracked and corrected during implementation, through monitoring. It is therefore important that the factors influencing sustainability are articulated well and incorporated as far as possible at the design stage. These same factors can be followed up through project monitoring.

ADB, (2010) explains that influence on project sustainability has been attributed to different factors. In an early World Bank study, the main factors influencing sustainability at the project level were grouped into four categories: continued delivery of services and production of benefits, maintenance of physical infrastructure, long-term institutional capacity and political support. The African Development Bank (AfDB) addresses a set of issues during project planning, implementation, completion, and post-completion. At post-completion, eight factors are taken into account while assessing sustainability: technical soundness, government commitment, socio-political support, economic viability, financial viability, institutional, organizational, and management effectiveness, environmental impact and resilience to exogenous factors. It is important therefore to carry out a research to investigate how these factors influence sustainability of community service order projects in Kiambu County.

To elaborate on its definition of sustainability, the International Fund for Agricultural Development (IFAD) posed a set of questions to guide its evaluation of both outcomes and

processes: What factors favor or militate against the maintenance of benefits? What is the likely resilience of economic activities to shocks or progressive exposure to competition and reduction of subsidies? Is there a clear indication of government commitment after loan closing date? Did the project design anticipate such support would be needed after loan closure? Was a specific exit strategy or approach prepared and agreed upon to ensure post-project sustainability? Do project activities benefit from the engagement of, participation of, and ownership by local communities? Do project users have access to adequate training for maintenance and to spare parts and repairs? and Are the ecosystem and environmental resources likely to contribute to project benefits, or is a depletion process taking place? (IFAD, 2009).

On its part, the Australian Agency for International Development (AusAID) produced some guidance on enhancing the sustainability of longer term outcome effects. It summarized the key factors affecting sustainability, namely: partner government and aid agency policies, participation, management and organization, financial and economic; technology; social, gender, and culture; and environmental factors and external political and economic factors. More importantly, the report emphasized the work required during the whole activity cycle to increase the likelihood of sustainability, and the corresponding sustainability tools (AusAID, 2000).

By its nature, sustainability has a time dimension. Underlying these definitions is the notion of the project life cycle, proceeding from identification and preparation, to implementation and completion, to the operating period, to the end of the project life. Sustaining project net benefits over time will be affected by evolving economic and social conditions, and policies and capacities at the sector and country levels. Some projects will generate outcomes over as long as 40 years; in others, the benefit flow may be much shorter. The assessment of sustainability will be influenced by the time at which it is undertaken (ADB, 2010).

Project sustainability requires compliance with current standards as well as providing a viable means of allowing the project to generate benefits on an ongoing basis. Those standards are often determined by considering governmental regulations relevant to the project as well as the production and quality standards of the company that is authoring the endeavor. Attention is usually paid to consumer wants and needs as a way of determining if the results of a project will likely be attractive enough to generate demand that will continue for an appreciable period of time. Unless all these elements are present, then project sustainability may be difficult if not impossible to achieve (Tatum, 2003).

According to the Government of Kenya (GoK) and United Nations African Institute for the Prevention of Crime and Treatment of Offenders (UNAFRI) (2011), the Community Service Orders (CSO) programme in Kenya has been in existence for twelve years now. The successes and gaps have not been systematically documented yet in each successive year, thousands of offenders have been placed on the programme, several projects have been initiated and considerable support from government and external sources has been registered. Some of the projects are identified, implemented and supervised directly by community service officers while others are overseen by agency supervisors where offenders are committed to work. In the year 2008, the programme began receiving funding for flagship projects as a contribution to the Vision 2030. In an evaluation report of the CSO programme, GoK and UNAFRI (2011) observed that although the programme was a noble idea towards treatment of petty offenders, three factors put the sustainability of the projects in jeopardy. The factors identified are consistently declining funding, decline of the supervisors system and the failure by the judiciary, a key stakeholder, to own the programme.

1.2 Statement of the problem

Every year billions of dollars are spent on development projects in the world (World Bank, 1987). Similarly, in Kenya, millions of shillings are channeled to a huge number of projects in various sectors of the economy. Many of these projects, while initially appearing to be successful, lack the systems and resources that would contribute to their long term success, and collapse once outside assistance is withdrawn; they are unsustainable. This issue of project sustainability is therefore of critical importance to the field of national development (Jackson, 2010).

According to ADB (2010), sustainability sometimes has a low priority. Governments and international development agencies commonly hold that development planning processes and those associated with project funding focus more on approval and implementation of projects, and less on the processes and conditions required to maintain project outputs and outcomes during the rest of the project life. Giving a low priority to the sustainability of projects can result in several substantial consequences such as more rapid deterioration of infrastructure and increased maintenance costs, reduction in the level and duration of project benefits, reduced quality of services, reduced access of particular groups to project benefits, and reduced focus on institutional development.

According to the Probation Service Feedback Report: 2005-2010, the Community Service Orders (CSO) programme has seen the implementation of 104 different projects nationally between 2008 and 2011 utilizing a total of Kshs. 15,400,811. Out of these, 8 different projects worth Kshs. 1,550,312 were implemented by the six probation stations in Kiambu County. The numerous stations in the study locality provided rich study findings. Unfortunately, no sustainability study has ever been done on these projects. The department perhaps seems unable to generate or receive full and systematic information on the extent to which project interventions are producing their intended economic and social benefits after implementation is complete. There is therefore limited evidence on the post-completion sustainability of the community service projects so far implemented in the County.

In an evaluation report on the CSO programme in Kenya, GoK and UNAFRI (2011) observed that although the CSO programme had enormous potential for the future, three factors put the sustainability of the programme at jeopardy. These included consistently declining funding, the decline of the project supervisors' system and the failure by judiciary, one of the stakeholders, to own the programme. It is against this background that the overall aim of undertaking the study was to establish the factors influencing the sustainability of community service order projects in Kiambu County.

1.3 Purpose of the study

The purpose of this study was to identify factors influencing sustainability of CSO projects within Kiambu County.

1.4 The objectives of the study

This study was guided by the following objectives:

1. To investigate the influence of project identification on sustainability of CSO projects in Kiambu County.
2. To determine how training in project management among community service officers influences sustainability of CSO projects in Kiambu County.
3. To establish the influence of stakeholder management on sustainability of CSO projects in Kiambu County.
4. To find out how funding of the CSO projects influences sustainability of CSO projects in Kiambu County.

1.5 Research Questions

This study set out to answer the following questions:

1. How does project identification influence sustainability of CSO projects in Kiambu County?
2. To what extent does training in project management among community service officers influence sustainability of CSO projects in Kiambu County?
3. How does stakeholder management influence sustainability of CSO projects in Kiambu County?
4. What is the influence of funding on sustainability of CSO projects in Kiambu County?

1.6 Significance of the study

The study was justifiable from various perspectives. First, although community service orders programme had been in existence for over a decade now, the projects implemented under the programme appeared not visible or recognized as contributing to national development. The study sought to particularly highlight such projects and bring to prominence the community service orders programme generally.

The study attempted to highlight specific features of the CSO projects that support or inhibit sustainability. The results of this study may assist the National CSO Secretariat and other stakeholders to become aware of issues that are important for project sustainability and help in incorporating the elements of sustainability right at the project identification, choice and design stage. This will assist in designing projects that are sustainable to avoid investing resources in weak projects. The findings may be useful in formulating policies that address issues relating to the conceptualization, implementation and management and funding of CSO projects.

1.7 Delimitations of the study

The study focused on factors influencing sustainability of CSO projects in Kiambu County. Kiambu County is one of the forty seven Counties in the Republic of Kenya. The site was selected because it had a sizeable number of probation field stations which have been instrumental in the implementation of a variety of CSO projects. It was also accessible because of the good network of roads. Further, the County represents the urban- rural dichotomy.

Despite the CSO projects having numerous stakeholders, the study targeted the perceptions of Community Service Officers only who were involved in the conceptualization and implementation of CSO projects.

1.8 Limitations of the study

Time was a constraint considering that the researcher is on full time employment. To counter this, the researcher used his annual leave days to conduct data collection. Financial constraints also affected the geographical coverage and depth of the study since the area was quite vast. This was because the exercise of the data collection process was very expensive to bear since it was financed by the researcher himself. The researcher sourced for additional financial resources to cater for the research budget.

1.9 Basic assumptions of the study

This study assumed that Community Service Officers would not be transferred or moved otherwise during the period of study. It was also assumed that the Officers would answer the questions honestly and truthfully. It was also assumed that all questionnaires would be duly completed and returned for analysis.

1.10 Definition of significant terms as used in the study

Community service officer: An officer of the court with the duty of identifying suitable community service projects and supervising the projects.

Community Service Order: An order made by a court requiring an offender to work in a public project with no pay given to him.

Community service order project: A project implemented using the free labour of offenders serving a community service order sentence.

Project funding: The process of providing money or other resources for a project.

Project identification: The initial process of deciding what kind of project is most needed, given the problems and opportunities at a particular time and place.

Project management: The application of knowledge, skills, tools, systems and techniques to project activity to achieve specified project goal and objectives.

Project sustainability: The ability of a project to maintain an acceptable level of benefit flows through its economic life.

Project: A project is a temporary endeavor undertaken to create a unique product or service.

Stakeholder management: The process of identifying, mobilizing and coordinating stakeholders to a project.

Stakeholder: A person or organization that has direct or indirect interest in a project.

Training: The process by which someone is taught the skills that are needed for a task.

1.11 Organization of the study

Chapter one has highlighted the background of the study, problem statement, objectives and research questions, justification and assumptions of the study. It has also defined the various significant terms in the context of this study.

Chapter two provides a review the available literature regarding CSO projects in various continents as well factors influencing sustainability of CSO projects. The chapter will also provide conceptual framework to show how independent variables relate to the dependent variable.

Chapter three presents the methods and techniques that the researcher employed in the study. Operational definition of variables is done in this chapter so as to give a concept on how the variables were measured.

Chapter four presents analysis, presentation and interpretation of data under the following thematic areas; influence of project identification on CSO project sustainability, training in project management on CSO project sustainability, influence of stakeholder management on CSO project sustainability and influence of funding on CSO project sustainability.

Chapter five is the summary of the study followed by conclusions based on the results of chapter four. The recommendations and suggestions for further research based on the above conclusion are in the same chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review that outlines conceptualization and global developments of the community service order programme as an alternative to imprisonment. The literature highlights the historical development of CSO in Europe as well as in selected African countries where the programme has been adopted as a penal reform measure. The concept of project sustainability and the factors influencing sustainability is also discussed at length and a conceptual framework developed from the factors.

2.2 The historical development of CSO

Community Service Orders have been in existence in the world for about 50 years now. The following sections show how the concept of CSO has evolved in both developed and developing countries.

2.2.1 History of CSO in Europe

People have argued that the prison experience often acts as a stigmatizing one, and at the end of serving the punishment, “the prisoner finds himself/herself labeled by the society as an undesirable or untrustworthy person despite the fact that s/he has been ‘rehabilitated’” (Tomasic & Dobinson 1979). Many have therefore come to believe that the community, and not the prison, is the appropriate locus for most corrections. This disillusionment of society towards prison’s failure to control crime rates and help offenders to reform worldwide resulted in a search for other possible alternative measures. Community service orders is one of the alternatives that has been adopted and implemented by many countries. In the western world, some European countries, like France, incorporated the use of community service orders in their criminal justice system to address the problem of prison overcrowding and reduction in government expenditure in 1983, borrowing a leaf from the Canadian experience where implementation of this programme has been in practice since the 1960s. In Italy, community service was introduced in 1980, Portugal in 1983, Norway and Denmark in 1984 and Finland in 1994. In the Netherlands it was introduced in 1989 as a court order officially called community service the performance of unpaid work for the general good (Klaus, 1998).

In the Eastern part of the world, especially with the Eastern block and after the collapse and disintegration of the Soviet Union (USSR), many countries in Central and Eastern Europe and Central Asia faced economic hardships and cuts in social welfare programmes. The resulting effect was an increased crime rate. Most of the crimes committed, however, were minor and non-serious, and were committed by first time offenders (Penal Reform International, 2000). Community service as a non-custodial measure was introduced in Kazakhstan in 2001, the Russian Federation in 2001, in Latvia in 1999 and in the Czech Republic in 1997 (Stern, 2002). In 2001, a meeting organized by the Organisation for Security and Co-operation (OSCE) was held in Bucharest, Romania, to address the problem of detention and to seek alternatives. However, this wave of change regarding penal reforms in the criminal justice systems was not only a challenge for developed countries of Europe, but has been Africa's concern as well.

2.2.2 CSO programme in Africa

The CSO programme in Africa has not been in existence for many years as is the case of Europe. Malawi is regarded as one of the countries in Africa that has succeeded in reducing overcrowding in its prisons and saving government costs since the community service orders programme was introduced. The introduction and implementation of the community orders programme started in 2000 on a pilot basis, in the areas of Mzuzu in the North, Lilongwe in central Malawi and Blantyre and Zomba in the South (Kamya, 2003). Within six months of its inception, the community service programme was rolled out to the rest of the country and a total of 1500 offenders benefited. Kamya (2003) further indicates that by June 2003, different magistrates had issued over 3,150 community service orders, an indication that community service as an alternative to imprisonment was working effectively. In terms of financial saving, just within the first six months of the programme implementation a total of 5.5 million Kwacha was saved by the government from potential expenses that would have been spent to maintain offenders in prisons.

The success of the community service programme in Malawi is entirely attributed to the way it has been organised and run. In Malawi offenders are made to work on permanent projects like building schools and local government buildings, which makes their contribution more tangible and beneficial to the community. This is unlike any other African country, for example Uganda, where in most cases offenders are sentenced by courts to sweep market places or slash school compounds. The effect of such types of punishments is that the work easily fades away, showing almost no impact.

Furthermore, the role played by the mass media, including electronic and print, in terms of creating awareness and sensitizing the communities, popularized the community service programme. This has effectively contributed to attitude changes among the people, who have fully embraced it as an effective alternative to imprisonment. Radio and television programmes are organized and people participate in giving their views. Such involvement of the communities as stakeholders has contributed greatly to the implementation process, thus making its operation successful and sustainable.

In Tanzania, the enactment of Community Service Act (No. 6/2002) was prompted by a report presented by the Law Reform Commission of Tanzania way back in 1986 and published in 1994. The Commission had been charged by the Government to investigate on the causes of prison congestion in the country. The Commission found out in their investigation that among major factors contributing to the problem of congestion in prisons was the enactment of laws which imposed longer minimum sentences of imprisonment or denied bail to offenders against the said laws.

The above factors coupled with the rapid population growth, inadequate utilization of non-custodial disposition measures, overuse of imprisonment by the courts and failure to have any meaningful expansion of prison buildings which were inherited from the Colonial Administration, had worsened the situation. It thus became apparent that remedial measures were necessary before matters could get out of hand. The Law Reform Commission, therefore, strongly recommended that non-custodial community supervised court sanctions should be intensified as a measure to curb the problem. In this way the Community Service Programme was put in place.

The CSO programme in Tanzania has encountered a number of challenges. Firstly, there is no proper organizational structure in the management and implementation of community service orders. The programme is administered by different ministries namely, Ministry of Health and Social welfare, Probation, Community development, regional administration and local administration. Secondly, budgetary constraints are rife. Community Service Programme is solely financed by the Government, hence, with her large number of national obligations and priorities it becomes difficult for the government to fully finance the programme. Finally, negative attitude towards offenders by some community members and some members of the Judiciary who hold that an offender's place is in prison.

In Uganda, the concept of community service was directly influenced by the Pan Africa seminar on Prison Conditions in Africa held in Kampala in 1996. The conference resulted in the 'Kampala Declaration on Prison Conditions in Africa' (the Kampala Declaration) which later became a United Nations document. The Kampala Declaration recommended alternative sentences to imprisonment and delegates adopted community service as one of those alternative sentences.

Community Service as a sentencing option was introduced in Uganda by Community Service Act of 2000. This was followed by the promulgation of the community service regulations which paved the way for certain gazetted courts in Uganda to apply community service orders. The programme was first launched as a pilot phase in four magisterial areas of Mpigi, Masaka, Masindi and Mukono from May 2001 to May 2003. The nationwide rollout took place in March 2004 and as a result, all courts of judicature in Uganda can now apply community service order as a court sentence. The CSO programme in Uganda has not been without challenges. Birungi (2005) identifies lack of full government support, ignorance about the law by some stakeholders, insufficient supervision and monitoring and negative attitude and poor enforcement of the programme in urban or peri-urban areas as some of the challenges facing the program in Uganda.

In Kenya, CSO derives its mandate from the Community Service Orders Act No. 10 of 1998. Community Service Order refers to an order made by the court requiring a person found guilty of a criminal offence to perform public work within a community for the benefit of the Community. In Kenya, the duration of community service ranges from one day to three years as the maximum. Suitability for a community service order is determined by the court but the general principle is that any person found guilty of an offence punishable with imprisonment for three years or less; or where the punishment is more than three years but for which the court in its discretion considers a sentence of three years or below is appropriate, after taking into all the circumstances, are also eligible. Examples of public projects include: construction and maintenance of public works or roads of access, afforestation works, environmental conservation and enhancement works, water conservation, management or distribution and supply, maintenance work in public school, hospitals and other public social amenities, work of any nature in foster home or orphanage and rendering specialist or professional services in the community.

The organs for the management of the Community Service Orders Programme in Kenya are the National Community Service Orders Committee with a Judge of High Court as its Chairman, the National CSO Executive Committee and District CSO Committees. The Secretary of the National Committee is the National Community Service Orders Coordinator while District CSO officers are Secretaries of the District Committees and magistrates in charge of the local areas of jurisdiction are their Chairmen.

Some of the outstanding achievements registered by the programme so far include the CSO National Forestation programme and the CSO flagship projects. The CSO national afforestation programme was begun in the financial year 2008/2009. It was based on the premise that implementing an afforestation programme aimed at environmental conservation was an important aspect of society payback by offenders due to the immense benefits that a well conserved environment would have in the present and future generations as well. Besides this communal benefit, it was also aimed at benefitting offenders through skills transfer in tree nursery production. So far a number of offenders who have acquired the skills have set up tree nurseries where they produce tree seedlings for sale to the public as a means of earning a living. The annual average of tree seedlings that are planted through this initiative is 1.5 million. With the government projecting to increase forest cover from the current fewer than 3% to 4 % by 2012 and progressively step up this up to 10% by the year 2030, the CSO national afforestation programme is therefore a significant contributor towards achievement of the Vision 2030 goals. Since inception to date Kshs. 2,109,360 has been spent in implementing CSO afforestation projects.

CSO flagship projects were launched in the financial year 2009/2010. Since inception to date, a total of Kshs. 13,291,451 has been spent in implementing the projects. The projects are primarily designed to equip offenders with relevant practical skills for the entire duration of their CSO sentence. The objective is to ensure that offenders are equipped with skills which they can make use of rather than engage in petty survival crime for their upkeep. The nature of the projects and the skills offered vary depending on the project type. There are those that are intended to equip offenders with skills in small animal production such as rabbits, bees, fish, poultry and goat farming. Others are about modern farming methods such as greenhouses while there are those that target brick making.

Flagship projects therefore provide opportunities for offenders to engage in lawful gainful employment thereby reducing poverty among the offending population. In that regard therefore, flagship projects are an important instrument to aid the government in delivering its vision 2030 goals especially in the area of employment creation and poverty reduction as well as providing a secure and conducive environment for investment by lowering the crime rate to propel economic development. Additionally, other than skills transfer to offenders which is the primary concern, the projects are also a source of government revenue through the income raised from sale of products from these projects. There is also an element of communal benefit which is realized from the availability of these products that are sold to the community members at slightly subsidized prices.

2.3 Factors influencing sustainability of CSO projects

There are several factors that influence sustainability of CSO projects. Some are simple. Some are quite complex. Some are within the control of the project management, while others come as external threats. In this section I will delve on four factors that influence sustainability of CSO projects. These are project identification, training, stakeholder management and funding.

2.3.1 Project identification and CSO project sustainability

According to EU (1999), during the identification phase, ideas for projects and other development actions are identified and screened for further study. This involves consultation with the intended beneficiaries of each action, an analysis of the problems they face, and the identification of options to address these problems. A decision can then be made on the relevance of each project idea, both to the intended beneficiaries and to the programming framework, and on which ideas should be further studied during the formulation phase. In the actual practice projects should be identified from the perspective of the needs or demand of the beneficiaries whether at community or national levels. Tekalign & Tsige (2002) observe that project identification is an important stage such that it can affect the whole process including that of sustainability of the project after completion and transferring to operational phase. Unfortunately, this stage is overlooked in some cases particularly in the process of capturing the actual needs of the beneficiaries. Instead of demand driven approach some donors including international organizations would like to follow supply driven approach.

Westland & Jason (2006) note that in most developing countries project identification and preparation is neither feasible from the point of view of factor and resource endowment nor efficient from the point of view of comparative advantages. The result is that a large number of defective, moribund and in other ways ineffective projects are identified and processed. Projects are neither prepared nor operated in a vacuum. They represent a milieu, an interaction of interests. However well prepared a project may be from the point of view of its economic analysis, it is not likely to succeed unless it reflects adequately the practical realities within the economy. A case in point is the Lake Turkana Fish Processing Plant project. According to Cocks (2006), the development agency of Norway decided that exploiting the resources of Lake Turkana would be a good development initiative for the region, increasing incomes, employment, and stability in the face of weather patterns and climate change. With these intentions, a fish-processing factory was constructed in the area during the 1980s and the herders were trained and hired as fishers and factory workers. The longstanding traditions and nomadic culture of the population were overlooked by the decision-makers at the top and the project was largely implemented without first consulting with the community. As a result, the factory proved to be an unsustainable business due to its geographical remoteness, the nomadic culture of the workers needed to keep it up and running, and the cultural perspective on fishing in general in a society where owning cattle is a sign of wealth. The factory is now largely unused and has not contributed to the growth or development of the region as intended.

The CSO Act No. 10 of 1998 provides guidance on what kind of projects qualify for implementation under the CSO programme. However, the Act falls short in offering express guidance on criteria for project identification. Consequently, community service officers end up choosing projects without considering sustainability factors. Some of these projects, though successfully completed, are not able to continue producing the products as expected and end up being ‘white elephants’.

2.3.2 Training in project management and CSO project sustainability

According to Project Management Body of Knowledge (2004), project management is the process of planning, scheduling and controlling project activities to meet project objectives. On its part, Project Management Institute (2004) views project management as the application of skills and techniques to project activities to meet or exceed the stakeholders’ needs and expectations. Atkinson (1999) notes that project management has become increasingly

important in the development of any nation. Consequently, various organisations have used project management techniques as a means of bridging the gap between failure and success in implementation of projects. However, despite this increasing awareness of project management by organisations, projects still fail.

Project management requires personnel to perform the numerous and different tasks in the project. Personnel issues, including recruitment, selection, and training are an important, but often overlooked, aspect of the implementation process. In many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to implementation success. While emphasizing the importance of project management skills, GoK and UNAFRI (2011) pointed out that sustainability of the CSO programme in Kenya was jeopardized by inadequacy of skills by community service officers. Despite inadequate skills among the officers, who implement the CSO projects, the programme seemed to take on all types of projects to transfer skills to offenders and generate income for the department.

Training of project personnel is an important variable influencing project sustainability. The provision of appropriate training for project implementers, according to AusAID (2000), is often a key strategy for achieving sustainable benefits. To improve the prospects for sustainability it should start at the right time, that is, not near the end, should be conducted throughout the project and allow for repetition. While the most appropriate type of training will depend partly on the nature of individual programs and projects, experience indicates that certain approaches are more likely to achieve sustainable benefits than others. Effective training should not only 'educate' but also motivate; trainees must be selected on merit, include both men and women, and be of direct relevance to their work. Trainees must also be given the opportunity to apply newly acquired skills on completion of training. Training, such as on-the job training, mentoring and short-course competency based training are more likely to support more sustainable benefits than overseas courses or long-term 'academic' training for a few. In cases where counterparts are transferred or leave over time, training must also be repeated and refresher courses given if the required skill base is to be sustained throughout.

Establishment of project teams is an essential project management process. According to Clements (2006) a project should have a team that is as small as possible, avoiding members with duplicate skill sets and non-essential members. Larger teams usually face

communication challenges especially when the members have different levels of commitments. PMBOK Guide (2004) adds that it is vital to have a good project team to work with, with core skills that can be evolved to core competences and capabilities for the whole organisation. All members of the project team must be committed to the success of the project and the overall mission of the organisation.

Related to project team formation is the establishment and operationalization of project management committees if we want to steer a project to success and sustainability (Hodgkin, 1994). According to Atkinson (1999), when projects fail, the focus usually is on the project manager, but research shows ineffectual and skill deficient project management committee is a bigger problem. Members of the project management committee need to understand their role and purpose and to have the skills and expertise to fulfill it. They need more than just a tick-list of responsibilities to help them. According to the CSO Act 1998, CSO projects are subject to supervision and management by the District CSO Committee. This is a committee comprising of different stakeholders drawn from private and public sector. The question that begs however is whether the committee members have the necessary project management skills, time and commitment to oversee the implementation of the project.

2.3.3 Stakeholder management and CSO project sustainability

Friedman & Miles (2006) argue that the stakeholder concept has achieved widespread popularity among academics, policy-makers, the media and corporate managers. References to stakeholders are commonplace and the requirement to engage stakeholders in public sector organisational strategy and project design is a key priority in current government policy. Many organisations recognise that stakeholder engagement is not about giving the public a list of options to choose from – it's about drawing them in right from the start, so that their views, needs and ideas shape those options and the services that flow from them.

According to Hoover et al (2009), whilst the stakeholder community for any project or program can be a very diverse group of people and organisations, there is a key sub-set that either requires goods, services or other outputs from the project, or have to supply resources, services or support to the project. These 'logistical' relationships need careful management as they directly affect the project's ability to achieve its defined goals.

To be able to produce the project deliverables, the project requires sufficient contributions from stakeholders (Pfeffer and Salancik 1978). These may be financial and non-financial. They can

take many forms, for example, approvals and guidelines from decision makers and authorities; expertise and working hours from the project team members; deliveries from suppliers; and compliance with the intended use of the project deliverables from the end users. Contribution implies a cost to stakeholders; this may be direct or indirect in the form of making an effort or spending time on the project.

Individuals and groups can influence the project by providing or withholding contributions needed to accomplish the project. In other words, they have the potential to help or harm the project (Freeman 1984, Freeman, Harrison and Wicks 2007, Savage et al. 1991). Stakeholder management theory assumes that project stakeholders will only contribute as needed if they are motivated to do so. You therefore need to consider who is sufficiently motivated and who needs encouragement to contribute the project. Motivation depends on expected costs and outcomes. Negotiations aimed at aligning expectations around project purpose(s), deliverables, scope and contributions are essential elements of stakeholder management as these activities enable influential stakeholders to air their views and – hopefully – align their expectations.

The need for client consultation, as a key stakeholder group, has been found to be increasingly important in attempting to successfully implement a project. Indeed, Manley (1975) found that the degree to which clients are personally involved in the implementation process will cause great variation in their support for that project. In his study of the CSO programme in Malawi, Kanya (2003) concluded that involvement of stakeholders had made implementation process smooth thus making the programme's operation successful and sustainable. Similarly, in a report on the CSO programme in Zimbabwe, ZNCCS (1997) identified involvement and cooperation of all relevant Ministries at high level as a factor which had contributed to the success of CSO projects in Zimbabwe.

Similarly, in an evaluation report entitled 'water for African cities – Dar es Salaam project', UN-HABITAT (2007), concluded that the involvement of government ministries and institutions and the formation of a multi-stake holder steering committee created a sense of ownership of the project and increased the political will and commitment to support the project. The project achievement was a lot more than the project budget and this was attributed, to some extent, to the institutional arrangements adopted for the project design and implementation. The implementation strategy adopted of developing partnerships with existing local institutions and

experts instead of creating new institutions for implementing project activities contributed to stakeholder participation and integration of the project into these institutions.

Stakeholders have different levels of responsibility and authority, and influence on a project which may change during the life of the project. Their responsibility and authority range from occasional contributions in surveys and focus groups to full project sponsorship, which includes providing financial and political support. Stakeholders who ignore this responsibility can have a damaging impact on the project objectives. Also managers who ignore stakeholders can expect a damaging impact on project outcomes. Sometimes, stakeholder identification can be difficult. Failure to identify a key stakeholder can cause major problems for a project (PMI, 2006).

According to UNDP (2009), inadequate stakeholder involvement is one of the most common reasons programmes and projects fail. Therefore, every effort should be made to encourage broad and active stakeholder engagement in the planning, monitoring and evaluation processes. This is particularly relevant to crisis situations where people's sense of security and vulnerability may be heightened and where tensions and factions may exist. In these situations, the planning process should aim to ensure that as many stakeholders as possible are involved, and that opportunities are created for the various parties to hear each other's perspectives in an open and balanced manner. While agreeing with this, GoK and UNAFRI (2011) point out that the CSO programme was initiated within the context of common participation by all stakeholders. However, an evaluation report on the programme had revealed that there was minimal involvement of other stakeholders in implementation of CSO projects. Therefore, for the CSO programme to be sustainable, the report recommends that there should be increased collaboration with other stakeholders to support the programme.

2.3.4 Funding and CSO project sustainability

The financing process, that is, raising and maintaining adequate funds for the project facilities and activities, is clearly of critical importance to sustainability. Insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure. In a report on the comparative review of the CSO programme in Africa, KNCHR (2005) found out that budgetary constraints were common in Tanzania. The CSO programmes in that country was solely financed by the government hence the country's large number of national obligations and priorities had made it difficult for the government to fully finance the programme.

Budgeting for a project is an important activity that influences long-term sustainability of the project. USAID and Pathfinder International (1994) point out that the key to sustainability for organizations is the efficient and effective use of resources. It is critical that these organizations target available resources to the activities that contribute most to achieving their mission. Some organizations prepare budgets that are not meaningful; they simply take the previous year's budget and add 10 percent (or some other amount) to cover for inflation and increased activity. This type of poor budgeting contributes to the lack of sustainability of many organizations and their projects.

Cost recovery contributes to sustainability not only through increasing resources available for sustaining and expanding benefits, but also by establishing relationships of accountability for resource use. Cost recovery measures need to be applied during project implementation. This is because production of project products is neither cost free nor sustainable unless the costs are recovered. These costs comprise operation costs, repair and maintenance costs, purchase of inputs and replacement and rehabilitation costs (Briscoe and de Ferranti, 1988). World Bank evaluation report states that sustainability can only be ensured if tariffs generate enough resources to operate the system, finance the expansion of the service to new customers and ultimately replace the infrastructure after its useful life (Paraguay ICR, 1999).

Similarly, Khan (2000) argues that for these project products to be of benefits, both to the producers as well as the economy, the product cost must reflect real market costs and the product prices, the real market prices, and that the latter should be consistently higher than the former. In some cases, the project induced products and services may not reflect the market cost and nor the price which may mean that which the project will benefit the direct participants or the target population, then it will incur economic losses, at the national level. The success of cost recovery efforts, as a key post-project determinant of sustainability, will be influenced by the extent to which individuals and committees are supported, re-trained, and guided in relation to tariff structures and broader financial management. If such (external) guidance is absent, then it is likely that the success of cost recovery efforts will slowly diminish over time (Misgina, 2006).

Fundraising is important for ensuring the financial sustainability of a project and should be based on a sound fundraising strategy. Fundraising is required when a new program is initiated or when a current grant or contract ends (USAID and Pathfinder International, 1994). In an evaluation report entitled 'water for African cities – Dar es Salaam project', UN-HABITAT

(2007) observes that stability in funding through diverse sources is important for project sustainability. Therefore, long term funding of the project interventions through diverse sources should be taken into account in the follow up project activities. Initiatives such as public-private sector partnerships in service delivery within the project are crucial for achieving financial sustainability.

Similarly, in a sustainability study for at-risk youth program in the USA, Mancini, Marek, & Brock (1998) found out that most project personnel spoke of the need for more funding to continue their projects at their current level or to expand programming. While agreeing with this, European Commission (2006) adds that a sustainable project should secure appropriate resources in order to be maintained. The project managers should therefore anticipate the end of the donor funding sooner rather than later by seeking alternative sources of finance or making the project self-sufficient. In a study on the sustainability of water projects in Mulala Division of Makueni County, Kenya, Ochelle (2012) found out those sources of project financing whether government, non-governmental organizations or community member's contributions influence sustainability of community water projects.

2.4 Conceptual framework

A conceptual framework is a theoretical structure of assumptions, principles and rules that holds together the ideas comprising a broad concept. Smyth (2004) observes that the conceptual framework helps a researcher to properly identify the problem he is looking at, frame questions and find suitable literature. Figure 1 outlines the conceptual framework for the study.

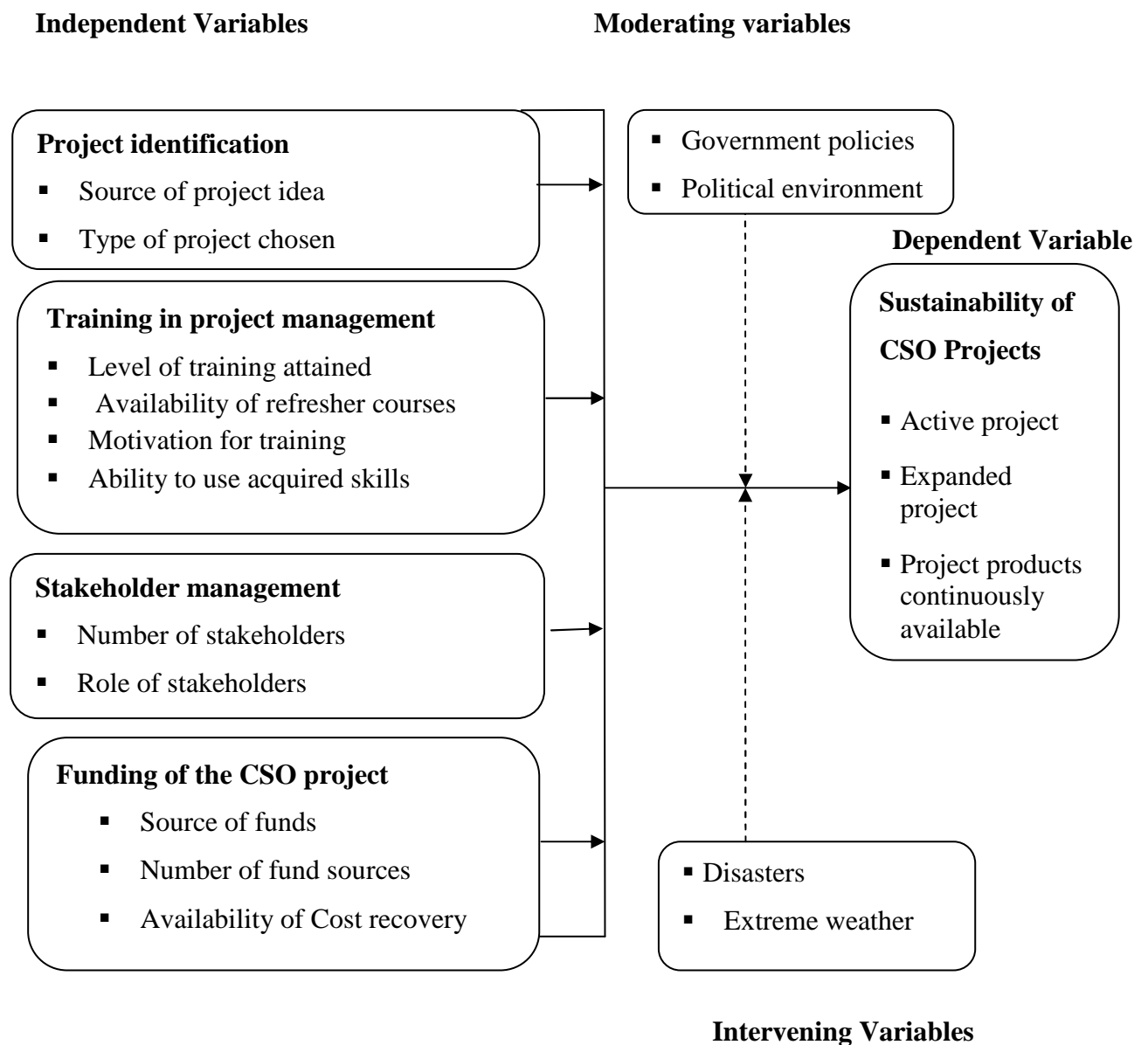


Figure 1: Conceptual framework

Project sustainability is a multidimensional concept that cannot be defined in terms of a single variable. Sustainable CSO projects are conceptualized in this study as the dependent variables while project identification, training in project management among community service officers, stakeholder management and funding are the independent variables.

The essence of good project identification practice requires participatory process of needs assessment, getting agreement on priority needs to be addressed, identification of the underlying causes of those problems, choosing interventions that the organization and partners can

implement that have maximum potential for leveraging desired change, and then designing projects to do that effectively.

Training project personnel in project management enhances sustainability. Project implementers should have the relevant skills and experience to oversee the implementation of projects successfully.

Projects are not executed in a vacuum. There are stakeholders who play an important role in sustaining a project. Proper stakeholder management therefore enhances project sustainability. This requires tact and skill in stakeholder identification, mobilization and coordination.

Project funding moreover influences sustainability of a CSO project. Critical elements of funding include budgeting procedures, sufficiency of project funds, and number of funders, cost recovery measures and financial management.

Besides the four sets of elements, CSO project sustainability may be influenced by moderating variables such as political environment and government policies. Sustainability can be much more difficult to achieve in an unstable political or economic environment. Depending on the nature of the project, changes in government policy, lack of direction within the executive and a stalled legislative program can have an adverse impact on prospects for sustainability.

There are also intervening variables conceptualized to influence CSO project sustainability. Civil unrest and war will make sustainable development almost impossible. Natural disasters such as earthquakes, fires, floods, and drought and disease epidemics can also have direct and devastating consequences on project implementation, and thus negatively influence the sustained flow of project benefits.

The independent, moderating and intervening variables discussed above combine to determine how successful the CSO programme will be in the particular locality.

2.5 Summary of literature review

This chapter highlighted available literature on CSO programme and project sustainability. The concept of CSO was discussed from both historical and continental perspectives. The CSO programme was reviewed from Europe and four African countries namely Malawi, Tanzania, Uganda and Kenya. The review focused on the programme's structure, achievements and challenges faced. It is clear from the literature that the programme has been adopted by the

different countries at different times and in different ways. It is also evident that the programme has succeeded in Zimbabwe and Malawi and almost failed in Uganda and Tanzania. The programme is generally faced by numerous challenges but these should not overshadow the successes registered through the CSO projects.

The four factors influencing project sustainability namely project identification, training in project management; stakeholder management and funding were discussed at length. Project identification was found to be influenced by the presence or absence of needs assessment, sources of project ideas and feasibility studies. Project management training was measured by attendance to training, length of training and level of training and availability of refresher courses were discussed at length. Stakeholder management is an essential element for project sustainability. It entails identification, analysis, mobilization and coordination of project stakeholders. The bottom line is that stakeholder management is a relationship management exercise which must be handled well. Finally, budgeting procedures, fundraising and cost recovery were issues found to influence funding of CSO projects and hence sustainability of the projects. The four independent variables guided the development of a conceptual framework for the study.

The literature reviewed has a rich account of the concept, structure and operations of CSO programme globally, regionally and in Kenya. The literature has however laid much emphasis on the criminal rehabilitation element of the programme and given little attention to sustainability of projects established using the labour of those offenders undergoing rehabilitation through the programme. It is evident that a lot of research has been done on the perceptions of offenders, communities and other stakeholders on the CSO programme. However, no explicit study has been done on the perceptions of community service officers towards sustainability of the CSO projects in spite of the fact that the officers are the ones who initiate, design and implement the projects. There is therefore need to address the gaps identified in the reviewed literature. This was the focus of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a detailed outline of how the study was to be carried out. It describes the research design, the target population, the sample and sampling procedure, research instruments, validity and reliability of instruments, data collection procedures and data analysis techniques used.

3.2 Research Design

Berg (2001) refers to a research design as a road map used for planning when undertaking a research study. He points out that it aims at visualizing and imagining how the research will be undertaken, the type of data to be collected, how it will be collected and how much it will cost the researcher. It therefore enables the researcher to obtain relevant data from which he/she is able to draw conclusions. While agreeing with this definition, Yin (1994) defines research design as a “logical plan for getting from here to there, where “here” is the initial set of questions to be answered by the participants and “there” is some set of conclusions derived from the findings”.

The study adopted a descriptive survey design. Descriptive research is a process of collecting data in order to test a hypothesis or to answer questions about the current status of the subjects in the study (Mugenda and Mugenda, 1999). A descriptive study was the best for this study because it determined and reported the way things were. A survey was conducted among community service officers in stations which had implemented CSO projects funded by the government. A structured questionnaire was used to collect primary data.

3.3 Target Population

A population is an entire group of individuals, objects or items from which samples are taken for measurement (Kombo and Tromp, 2006). The target population for the study was community service officers involved in the implementation of CSO projects within Kiambu County. The population distribution is shown in table 3.1.

Table 3.1 Target population for the study

	Probation Station	Number of Community Service Officers
1	Kiambu	9
2	Githunguri	4
3	Gatundu	5
4	Kikuyu	7
5	Thika	7
6	Limuru	8
	Total	40

Source: Provincial Probation Office, Nyeri (2012)

3.4 Sample size and Sampling Procedure

Sampling is a process of selecting a number of individuals for a study in such a way that the individuals represent the large group from which they were selected (Mugenda & Mugenda, 2003). However, considering the small size of the target population, the researcher did not sample and instead conducted a census. All the 40 community service officers in Kiambu County were targeted for the study. Another reason for conducting a census was because all the elements of the population were easily and quickly accessible.

3.5 Research instruments

The survey questionnaire was used as the main data gathering instrument for this study. The questionnaire was divided into six sections. Section A contained the demographic information of respondents; section B had items on project identification; section C had items on training in project management, section D contained items on stakeholder management; Section E had questions on project funding while section F sought to establish challenges facing sustainability of CSO projects in Kiambu County. The survey was organized in the above themes. The questionnaire allowed the researcher to carry out the quantitative approach effectively with the use of statistics for data interpretation.

3.5.1 Validity of the research instruments

According to Colton and Covert (2007) validity describes the extent to which we measure what we purport to measure. The designed questionnaire was only finalized after consulting my supervisor and CSO practitioners to confirm its validity. In order to test the content validity of the questionnaire to be used, the researcher conducted a pilot test on 8 community Service Officers from Nyandarua County. These were not part of the actual study and their responses were only for testing purposes. After the questions had been answered, the researcher asked the respondents for any suggestions or necessary corrections to ensure further improvement and validity of the instrument. The researcher then revised the questionnaire based on the suggestions of the respondents.

3.5.2 Reliability of the research instruments

Reliability is the extent to which an instrument produces the same information at a given time or over a period of time (Colton and Covert, 2007). Reliability answers the question “Are scores stable over time when the instrument is administered a second time?” (Creswell, 2003). To ensure reliability, the researcher used split-half technique to calculate reliability coefficient (Spearman-Brown coefficient) which was found to be 0.8 which is within the recommended reliability coefficient of 0.7-1 (Nachmias and Nachmias 1996). This involved scoring two-halves of the tests separately for each person and then calculating a correlation coefficient for the two sets of scores. Statistical Program for Social Sciences (SPSS) was used to calculate the reliability coefficient of the instrument (equal length Spearman-Brown coefficient).

3.6 Data collection procedures

Before the study began, the researcher got an introduction letter from the School of Continuing and Distance Studies. The researcher also informed the Director, Probation Department, so as to get clearance to visit the probation stations in Kiambu County and collect the data. The researcher coordinated the process of data collection after getting permission to conduct the study.

In the course of the study, both primary and secondary data were collected and used in making various conclusions and recommendations. Primary data for the study was collected using structured questionnaires. The questionnaires for the community service officers were self-administered because the Community Service Officers were well educated. Secondary data was collected by way of reading, analyzing and recording data contained in readily prepared

materials such as CSO project reports and project proposals. The tools to be used in collecting and recording secondary data included field note books, pens, pencils and rubbers.

3.7 Data analysis techniques

Data was cleaned, coded, entered and analyzed using Statistical Package for Social Science (SPSS, Version 17.0). SPSS was used because it is fast and flexible and provides more accurate analysis resulting in dependable conclusions. Technically speaking, data processing implies editing, classification, coding, and tabulation of collected data so that they are amenable to analysis (Kothari, 2004). Data analysis involves computation of certain measures along with searching for patterns of relationships that exist between the dependent variables and independent variables. The data was analyzed according to variables and objectives of the study. Descriptive statistics was used to analyze, present and interpret data. Descriptive analysis involved use of frequency distribution tables and cross tabulation which was used to generate values between dependent and independent variables used in the study.

3.8 Ethical considerations

The respondents voluntarily participated in the research and their consent was sought with the full disclosure of the purpose of the study made to them. Confidentiality and privacy was observed. As such, all the information provided by the respondents was kept secret so as to avoid compromising their positions in their organization. The research findings from this study were going to be shared with all interested participants.

3.9 Operational definition of variables

Mugenda & Mugenda (2003) says that operationalising a variable to make it measurable is done by looking at the behavioural dimensions, indicators and properties denoted by the variable to make it measurable and observable. The measures make it possible to construct a meaningful data collection instrument. The variables are seen as operationalized depending on whether they fall in the range of ordinal, intervals, nominal and ratios scales.

Table 3.2 Operational definition of variables

OBJECTIVE	VARIABLE	INDICATORS	MEASUREMENT SCALE	METHOD OF DATA ANALYSIS	TYPE OF ANALYSIS
1. To investigate how project identification influences sustainability of CSO projects in Kiambu County.	Independent Variable. Project identification	i. Type of project ii. Number of projects based on needs assessment studies iii. Number of officers involved in project choice	Nominal Ratio Ratio	-Measures of central tendency -Percentages	Descriptive analysis
2. To determine how training in project management among community service officers influences sustainability of CSO projects in Kiambu County.	Training in project management	1. Number of Officers trained in project management 2. Level of training 3. Availability of refresher courses	Ratio Interval Ratio	-Measures of central tendency - Percentages	Descriptive analysis
3. To establish how stakeholder management influences sustainability of CSO projects in Kiambu County	Stakeholder management	1. Number of stakeholders 2. Role clarity of stakeholders	Ratio Interval	-Measures of central tendency -Frequencies -Percentages	Descriptive analysis
4. To find out how funding of the CSO programme influences sustainability of CSO projects in Kiambu County.	Funding	1. Number of funding sources 2. Amount of funds available 3. Effectiveness of cost recovery measures	Ratio Ratio Interval	-Measures of central tendency -Percentages	Descriptive analysis
	Dependent Variable. Sustainable CSO projects.	1. Number of active projects 2. Number of expanded projects	Ratio Ratio		Descriptive analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analyses of data the factors that influence sustainability of CSO projects within Kiambu County. The study specifically investigated the influence of project identification on sustainability of CSO projects , how training in project management among community service officers influences sustainability of CSO projects, the influence of stakeholder management on sustainability of CSO projects and how funding of the CSO programme influences sustainability of CSO projects in Kiambu County. It also discusses those findings in line with the views that had been advanced earlier in the study in then review.

4.2 Response rate

Questionnaire return rate refers to the number of questionnaires that are returned after being administered to the respondents. In this study, out of 40 questionnaires administered to the respondents, 37 were duly completed and returned. This was 92.4% return rate which was deemed as adequate for data analysis.

4.3 Demographic characteristics of respondents

This section describes the demographic characteristics of respondents who participated in this study. The researcher investigated the following demographic characteristics: age, gender, level of education, duration in service and duration in current station.

4.3.1 Age of respondents

The study sought to establish the age of the respondents and the findings are presented in table 4.1.

Table 4.1 Age of respondents

Age	Frequency	Percentage
24- 28 years	2	5.4
29- 33 years	17	45.9
34-38 years	5	13.5
39-43 years	10	27.0
44-48 years	1	2.7
Over 54 years	2	5.4
Total	37	100.0

Data shows that 17 (45.9%) of the respondents were aged between 29 and 33 years, 2 (5.4%) of respondents were aged between 24 and 28 years, the same rate of respondents were over 54 years, 5 (13.5%) of the respondents were aged between 34 and 38 years while 10 (27.0%) of the respondents were aged between 39 and 43 years. This data indicates that most of the respondents are youthful and hence at their prime in community service programme. This further may be indicative of their keenness in the sustainability of the CSO projects in the County.

4.3.2 Gender of respondents

The researcher sought to establish the gender of the respondents. The findings are as in table 4.2.

Table 4.2 Gender of respondents

Gender	Frequency	Percentage
Male	12	32.4
Female	25	67.6
Total	37	100.0

Among the respondents interviewed, 25 (65.65%) were female while 12 (32.4%) of officers were male. This indicates that majority of the Community Service Officers in Kiambu County are female. The analysis however suggests that the one third gender rule as per the 2010 Constitution is being observed.

4.3.3 Highest level of education of respondents

The study sought to find out the highest level attained by the respondents and the findings are presented in table 4.3.

Table 4.3 Highest level of education of respondents

Highest level of education	Frequency	Percentage
Bachelor's Degree	25	67.6
Master's degree	10	27.0
Post graduate diploma	2	5.4
Total	37	100.0

This study found that 25 (67.6%) of the respondents had Bachelor's Degree while 10 (27.0%) of the respondents had Master's Degree. Only 2 (5.4%) of the respondents had Post-graduate Diploma. This indicates that the majority of the Community Service Officers in Kiambu County

had acquired high level of education which is instrumental for CSO project conceptualization and management.

4.3.4 Duration in community service

The researcher further sought to establish the duration that the respondents had served as Community Service Officers. They responded as table 4.4.

Table 4.4 Duration of respondents in probation service

Years	Frequency	Percentage
1 to 5years	14	37.8
6- 10 years	18	48.6
Over 10 years	5	13.5
Total	37	100.0

This analysis shows that that 14 (37.8%) of the respondents had been in probation service for between 1 and 5 years whereas 18 (48.6%) of the respondents had been in probation service for between 6 and 10 years. Only 5 (13.5%) of the respondents had been in probation service for over 10 years. This indicated that majority of the officers had been in probation service for a considerable duration and hence were in a position to provide information on the influence sustainability of CSO projects within Kiambu County.

4.3.5 Duration at the current station

The researcher sought to know how long the officers had stayed at the current station. The findings are presented in table 4.5.

Table 4.5 Duration of respondents in current probation station

Years	Frequency	Percentage
1 to 5years	28	75.7
6- 10 years	9	24.3
Total	37	100.0

The findings show that 28 (75.7%) of the respondents had been in the current station for between 1 and 5 years while 9 (24.3%) of the respondents had been at the current station for

between 6 and 10 years. This suggests that the respondents had stayed at the current station for a considerable period of time and hence they could provide information on the factors influencing the sustainability of CSO projects within Kiambu County.

4.4 Project identification

The study sought to understand how project identification influenced the sustainability of CSO projects in Kiambu County. The results of the opinions of the respondents are presented in Table 4.6 to Table 4.12.

4.4.1 Awareness CSO project implemented by the probation office

The researcher sought to establish if the respondents were aware of any CSO project implemented at their current station. The findings are shown in table 4.6.

Table 4.6 Awareness CSO project implemented by the probation office

Response	Frequency	Percentage
Yes	35	94.6
No	2	5.4
Total	37	100.0

The findings indicate that a majority represented by 35 (94.5%) of the respondents were aware of a CSO project implemented by their probation office, while only 2 (5.4%) of the respondents were not aware of any project. This suggests that although many of the Community Service Officers were aware of CSO projects implemented at their stations, there are those who could not identify any CSO project at their station in spite of such having appeared in project reports done by the stations. This could imply that either the station had none or the officer was very new at the station. It could also mean that information regarding the existence of such a CSO project was not provided to the officers.

4.4.2 Type of CSO project implemented

The study sought to find out the different types of CSO projects implemented in Kiambu County. The findings are shown in table 4.7.

Table 4.7 Type of CSO project implemented

Projects	Frequency	Percentage
Afforestation/ Tree nursery	29	78.4
Fish farming	13	35.1
Bee keeping	6	16.2
Rabbit keeping	14	37.8
Green house	7	18.9
Brick making	5	13.5

The analysis reveals that majority of the respondents representing 29 (78.4%) identified afforestation/tree planting as one of the CSO projects at their stations. This was followed by 14 (37.8%) of respondents who had implemented rabbit keeping project while 13 (35.1%) of respondents had implemented fish farming project. Green house project was implemented by 7 (18.9%) of respondents, bee keeping was implemented by 6 (16.2%) of the respondents while brick making was identified by 5 (13.5%) of the respondents. The results indicate that many of the CSO projects implemented in Kiambu County are tree nursery or afforestation projects. This is followed by agricultural projects particularly animal rearing. Only one non-agricultural project was implemented in the County. This implies that CSO project identification and choice in the County is influenced by prevailing climatic conditions.

4.4.3 Level of project activity

The study sought to establish whether the CSO projects were active or inactive. The findings are presented in table 4.8.

Table 4.8 Level of project activity

Response	Frequency	Percentage
Active	19	51.4
Inactive	18	48.6
Total	37	100.0

The findings show that 19 (51.4%) of the respondents indicated that the project activity was active while 18(48.6%) of officers indicated that the project was inactive. This is an almost balanced report on active versus inactive projects. It implies that out of all the projects implemented in the County, only half of them were active. This further implies that sustainability was a problem facing CSO projects in the County since 50% of the projects implemented were not able to continue after implementation.

4.4.4 Rating of active CSO projects

Out of the active projects, the study sought to find out their status. The findings are shown in table 4.9.

Table 4.9 Rating of active CSO projects

Response	Frequency	Percentage
N/A	18	48.6
Expanded	2	5.4
Maintained	11	29.7
Reduced	6	16.2
Total	37	100.0

The findings show that 18 (48.6%) of respondents indicated that the project was inactive. Out of those who had indicated that the project was active, 11 (61.1%) of the respondents indicated that the project had maintained its level of activity, 6 (16.2%) of the respondents indicated that the project had reduced project activity while 2 (5.4%) of respondents indicated that the project had shown expanded project activity. The findings do not auger well for project sustainability since majority of the active projects had either remained at their current level or had reduced activity. This implies that post-implementation continuity of the projects is at risk.

4.4.5 Reasons for the projects being inactive

The study sought to understand why some of the projects had become inactive after implementation. The findings are shown in table 4.10.

Table 4.10 Reasons for the project being inactive

Response	Frequency	Percentage
Lack of enough funding	15	40.5
Lack of CSO supervisors to oversee the project	2	5.4
No market for project products	5	13.5
Problem in operation and maintenance of project equipment	3	8.1
Lack of support by stakeholders	2	5.4
Lack of labour	6	16.2
Lack of skills to manage the project	3	8.1
Poor quality of project products	1	2.7
Total	37	100.0

The analysis shows that 15 (40.5%) of the respondents indicated that the project was inactive because it lacked enough funding, lack of market for project products was cited by 5 (13.5%) of the respondents while 6 (16.2%) of the respondents cited lack of labour due to reduced offender caseload. Other reasons cited were lack of supervisors and lack of support by stakeholders particularly the judiciary which was cited by 2 (5.4%) of respondents, lack of skills for operation and maintenance of equipment cited by 3 (8.1%) of respondents similar to lack of skills to manage the project and poor quality of project products was cited by 1 (2.7%) of respondents.

4.4.6 Community service officers' participation in conception and design of the project

The study sought to establish who had conceived, chosen and designed the CSO project in the station. The findings are shown in table 4.11.

Table 4.11 Community Service Officers' participation in conception and design of the project

Response	Frequency	Percentage
National CSO Secretariat	8	21.6
District Probation Officer	16	43.2
District CSO Case Committee	4	10.8
Community Service Officers alone	5	13.5
Don't know	2	5.4
Non response	2	5.4
Total	37	100.0

In responding to the source of the project idea, 8 (21.6%) of respondents indicated National CSO Secretariat identified the project for implementation, 16 (43.2%) of respondents indicated that the District Probation Officer identified the project, 4 (10.8%) of respondents indicated the District CSO Case Committee was responsible while 5 (13.5%) of respondents indicated that it was identified by the Community Service Officers alone. It is also evident that 2 (5.4%) of the respondents did not know who identified the project. A similar number of respondents did not respond to the question. The findings show that there seems to be top-down approach in project identification. This may be the reason why many of the projects in the County are unsustainable since the project idea is imposed upon community service officers for implementation.

The study further sought to establish the factors that were considered in identifying the project. The findings revealed that availability of CSO supervisees, space to conduct the project, work involved and availability of technical skills, funds, sustainability of the project, availability of water, the cost effectiveness of the project, desire to start new projects, projects accepted within the area, needs for skills transfer to offenders and desire to tackle the problem of deforestation were the major factors considered.

4.4.7 Factors considered in identification and choice of the project

The researcher sought to know what factors had been considered in identification and choice of the project they had implemented. The findings are as shown in table 4.12.

Table 4.12 Factors considered in identification of CSO project

Projects	Frequency	Percentage
Amount of funds	35	94.6
Availability of CSO supervisees for labour	29	78.4
Space for the project	13	35.1
Nature of work involved	6	16.2
Skills of officers	14	37.8
Availability of water	5	13.5
Desire to start a new project	8	21.6
Market for project products	24	64.9

4.4.8 Desire to replicate the same project

The study sought to know whether the respondents would identify and implement the same project they had if given a chance. The findings are presented in table 4.13.

Table 4.13 Desire to replicate the same project

Responses	Frequency	Percentage
Yes	24	64.9
No	13	35.1
Total	37	100.0

The analysis shows that majority represented by 24 (64.9%) of respondents indicated that if given chance they would have identified and implemented the same project while 13 (35.1%) of respondents indicated that they would not identify the same project. The officers further explained why they would still identify and implement the same project. The main reasons were

that it used a small space which fits the compound, it was easy to maintain, labor was available from CSO offenders and it did not need much skills. They further indicated that the project was one of the most efficient to undertake and did not require much capital. The findings further revealed that there was availability of market hence the officers would identify the same project given a chance. The findings suggest that majority of the respondents liked the project they had so far implemented and it could be sustained only if other factors were controlled.

4.5 Influence of training on sustainability of CSO projects

The study sought to understand whether the respondents had the necessary skills to manage the project during implementation and how this could have influenced sustainability of the project.

4.5.1 Training of respondents in project management

The researcher sought to know whether the respondents had attended any form of training in project management. The findings are shown in table 4.14.

Table 4.14 Training of respondents in project management

Response	Frequency	Percentage
Yes	5	13.5
No	32	86.5
Total	37	100.0

Respondents were asked whether they had been trained in project management. The analysis shows that majority of the respondents were not trained in project management. This was represented by 32 (86.5%) of the respondents while only 5 (13.5%) of respondents were trained in project management. The findings are detrimental to sustainability of CSO projects since training is key to proper management of a project which ultimately enhances sustainability. Emphasis seems to have been laid on training officers on other aspects of their work particularly models of offender rehabilitation and not on project work. Without tailored training in project management it is difficult to oversee a project successfully and ensure its sustainability.

4.5.2 Level of respondents' training in project management

Out of those who indicated that they had received some form of training in project management, the study further sought to establish the level of training that they had received. The results are as shown in table 4.15.

Table 4.15 Level of respondents' training in project management

Response	Frequency	Percentage
Masters	3	8.1
Seminar/workshop	2	5.4
Not trained	32	86.5
Total	37	100.0

The respondents were asked further to state if they had been trained at what level were they trained. The analysis shows that 3 (8.1%) of respondents had been trained at Masters level while 2 (5.4%) of respondents had attended a seminar/ workshop. Those who had pursued training at Masters Level may have done so as part of their career progression and not necessarily for community service programme. The seminars are characteristic of government capacity building and therefore the respondents who had participated in them acquired tailor-made CSO project training. This findings show that there is need for training of more community service officers in project management. This will enhance sustainability of CSO projects in the County.

4.5.3 Relevance of training received to CSO project sustainability

The study sought to understand whether the training received in project management was relevant and useful for CSO project sustainability. The findings are presented in table 4.16.

Table 4.16 Relevance of training for CSO project sustainability

Response	Frequency	Percentage
N/A	32	86.5
Yes	3	8.1
No	2	5.4
Total	37	100.0

Respondents were asked whether the training they had received was relevant for project sustainability. The findings show that 3 (8.1%) of respondents felt that the training was relevant for project sustainability. This implies that there is need for training of more officers in the County on project management.

4.5.4 Sustainability of the project without training in project management

The study sought views from the respondents on whether it was difficult to sustain a project due to lack of training in project management. The results are shown in table 4.17.

Table 4.17 Perception on whether it is difficult to sustain the project due to lack of project management training

Responses	Frequency	Percentage
Strongly agree	3	8.1
Agree	20	54.1
Neutral	11	29.7
Disagree	3	8.1
Total	37	100.0

The study found out that majority of the respondents agreed that it was difficult to sustain a project due to lack of project management training. This was supported by 20 (54.1%) of the respondents. Three 3 (8.1%) strongly agreed that training was important while 11 (29.7%) were neutral. There are those who disagreed with the view that it was difficult to sustain a project due to lack of project management training. This was supported by 3 (8.1%) of the respondents. The findings underscore the urgency and importance of training community service officers on project management as a way of enhancing CSO project sustainability in the County.

4.5.5 Existence of project management committee

The researcher sought to establish if there were management committees for the CSO projects. The findings are presented in table 4.18.

Table 4.18 Existence of project management committee

Response	Frequency	Percentage
Yes	15	40.5
No	19	51.4
Nonresponse	3	8.1
Total	37	100.0

The analysis reveals that majority of the respondents indicated that the project lacked a management committee. This was supported by 19 (51.4%) of the respondents while 15 (40.5%) of respondents indicated that there was a project management committee.

4.5.6 Training of project management committee

The further study sought to find out whether the existing project management committees had necessary training in project management. The findings are as shown in table 4.19.

Table 4.19 Respondents views on whether the committee has the necessary project management training

Response	Frequency	Percentage
Yes	9	24.3
No	10	27.0
Nonresponse	18	48.6
Total	37	100.0

Data shows that 9 (24.3%) of officers indicated that the committee had the necessary project management training, 10 (27.0%) of officers indicated that the committee lacked the necessary project management training while 18 (48.6%) did not respond to this question. The findings reveal that although there were project management committees in place, there was evident lack of training in project management. This may compromise the quality of project management and ultimately sustainability of the CSO projects in the County.

4.6 Stakeholder management

The study sought to establish how stakeholders were identified, mobilized and coordinated and how their role may have influenced sustainability of the CSO projects in Kiambu County.

4.6.1 Key stakeholders in CSO projects

The researcher sought to know the key persons or institutions which community service officers collaborated with in their projects. The results of the respondents concerning this theme are presented in Table 4.20.

Table 4.20 Key stakeholders in CSO projects

Stakeholders	Frequency	Percentage
Community	20	54.1
Offenders	29	78.4
Judiciary	31	83.8
Prisons department	18	48.6
NGOs	14	37.8

Five key stakeholders were identified by the respondents. Judiciary was identified by 31 (83.8%) of the respondents. This was followed by offenders with 29 (78.4%) of respondents while the community was cited by 20 (54.1%) of the respondents. The prisons department was mentioned by 18 (48.6%) of the respondents while NGOs were least cited stakeholder group with 14 (37.8%) of the responses.

The findings underscore the crucial and inevitable role played by the judiciary in the CSO programme. It is worth noting that judiciary is responsible for committing offenders to community service and these offenders are the one who provide labour for the CSO projects. The CSO offenders and community members have also received prominence as key stakeholders in CSO projects.

4.6.2 Including more stakeholders into projects

The study sought to know if the respondents would include more stakeholders into their projects. The findings are shown in table 4.21.

Table 4.21 Including more stakeholders in the project

Response	Frequency	Percentage
Yes	27	73.0
No	7	18.9
Non-Response	3	8.1
Total	37	100.0

The findings show that majority represented by 27 (73.0%) of respondents would include other stakeholders into their project given a chance. On the converse, 7 (18.9%) did not see the need to add stakeholders into their project while 3 (8.1%) did not respond to the question. Those who wanted more stakeholders included suggested Kenya Forest Service (KFS), schools, churches, financial institutions Kenya Forestry Research Institute (KEFRI), Youth department, business community and provincial administration as probable inclusion. This implies that the respondents support the development of an elaborate system of stakeholders as a means to enhancing project sustainability.

4.6.3 Role of stakeholders in the project

The researcher further sought to understand the role stakeholders were playing in sustaining the CSO projects. The findings are as shown in table 4.22.

Table 4.22 Role of stakeholders in sustaining CSO project

Role	Frequency	Percentage
Provision of expert advice	31	83.8
Consumer/ market for project products	19	51.4
Funding/ resource mobilization	11	29.7
Marketing project products	15	40.5
Provision of labour	27	72.9

Findings show that majority of the respondents comprising of 31 (83.8%) of the respondents indicated that the stakeholders had been providing of expert advice while 27 (72.9%) identified provision of labour, 19 (51.4%) of the respondents identified the role of the stakeholders as consumer/ market for project products. Data further indicates that 11 (29.7%) of the respondents identified funding or resource mobilization as a role of the stakeholders while 15 (40.5%) cited marketing of project products as a role played by stakeholders.

4.6.4 Level of satisfaction with stakeholders

The study sought to establish how satisfied the respondents were with the input by stakeholders into their projects. The results are shown in tale 4.23.

Table 4.23 Level of satisfaction with the role of stakeholders in sustaining the project

Response	Frequency	Percentage
Very satisfied	6	16.2
Satisfied	13	35.1
Fairly satisfied	12	32.4
Not satisfied	6	16.2
Total	37	100.0

The study findings show that 6 or 16.2% of the respondents were very satisfied with the role of the stakeholders in sustaining their project while 13 or 35.1% of officers were satisfied. At the same time 12 or 32.4% of respondents were fairly satisfied while 6 or 16.2% of respondents were not satisfied with the role of stakeholders in sustaining their project. The findings suggest that stakeholders and their input in CSO projects are greatly appreciated by the respondents. What needs to be done is to incorporate more relevant stakeholders and clarify their roles.

4.6.5 Stakeholders' benefit from CSO projects

The researcher sought to find out whether the respondents felt that their stakeholders were benefitting in any way from the CSO projects. The findings are as shown in table 4.24.

Table 4.24 Stakeholders' benefit from CSO projects

Response	Frequency	Percentage
Yes	28	75.7
No	9	24.3
Total	37	100.0

The analysis shows that 28 (75.7%) of respondents agreed that the stakeholders benefited while 9 (24.3%) did not think the stakeholders benefitted. Respondents were further asked to explain benefits accrued to stakeholders. They stated that the community and public institutions benefitted by getting free tree seedlings for re-forestation, CSO offenders gained skills while some projects like green houses and fishponds had become demonstration centers for clients and general community where they could come and learn modern farming technologies. The findings are in line with the argument by Eskerod, P & Jepsen, L.A., n.d) that project stakeholders will only contribute as needed if they are motivated to do so and motivation depends on expected costs and benefits.

4.7 Project funding

The study sought to establish the influence of project funding on the sustainability of CSO projects in the County. The results of the opinion of the respondents are presented under the following sub-themes.

4.7.1 Community Service Officers' participation in project budgeting

The respondents were asked to indicate whether or not they participated in the process of budgeting for their projects. Their responses are as shown in table 4.25.

Table 4.25 Respondents' participation in project budgeting

Response	Frequency	Percentage
Yes	24	64.9
No	13	35.1
Total	37	100.0

The analysis shows that majority of the respondents were involved in budgeting for the projects. This was supported by 24 (64.9%) of the respondents. Considering the fact that budgeting for a project has a bearing on long-term sustainability of the project, this data implies that the officers made funding proposals which, if granted, would ensure financial sustainability of the project. The 13 (35.1%) of those who stated that they did not participate in budgeting for the project indicated that the funds were just released to the stations and officers required to implement the project with what had been allocated to them.

4.7.2 Sufficiency of project budget

Respondents were required to state whether the project funds received were enough for sustaining the project. The results are as shown in table 4.26.

Table 4.26 sufficiency of project budget

Response	Frequency	Percentage
Sufficient	6	16.2
Not sufficient	31	83.8
Total	37	100.0

The study findings revealed that 31 (83.8%) of the respondents felt that the amount of funds received for the project was not sufficient. Only 6 (16.2%) of the respondents felt that the project budget was enough to sustain the project. This implies that majority of the projects suffered financial constraints hence becoming unsustainable. It also implies that although the officers are involved in budgeting for their projects, the amounts requested in the budget are not usually granted. This negates the essence of participatory budgeting processes.

4.7.3 Timeliness of funds disbursement

The researcher wanted to know whether project funds were disbursed to the stations in a timely manner. The responses are as shown in table 4.27.

Table 4.27 Timeliness of funds disbursement

Response	Frequency	Percentage
Funds received in time	9	24.3
Funds delayed	28	75.7
Total	37	100.0

The analysis shows that majority of the respondents had received project funds after some delay. This was supported by 28 (75.5%) of respondents while only 9 (24.3%) of respondents had received their project funds in a timely manner. The delays in funds disbursement did not auger well for project sustainability. The respondents further explained how delays in funds disbursement affected their projects. They indicated that the delays led to slow “take off "phase of the project and sometimes death of the project.

4.7.4 Cost recovery measures

The researcher wanted to know whether project products were given free continuously or there were cost-recovery measures put in place. The findings are as shown in table 4.28.

Table 4.28 Availability of cost recovery measures

Response	Frequency	Percentage
Yes	21	56.8
No	16	43.2
Total	37	100.0

The findings show that majority of the respondents comprising of 21 (56.8%) sold project products as a cost-recovery measure. At the same time 16 (43.2%) of officers indicated that they never sold the project products hence the project products were given free continuously. Lack of cost recovery measures for the projects impairs sustainability of the project since the funds initially committed to the project may not be enough to sustain it. This explains why many CSO projects in the County are inactive.

The respondents were also required to indicate whether the project revenues were greater than costs. Most of the respondents comprising of 34 (91.9%) indicated that the project costs outweighed any revenues generated by the project. This situation suggests that most of the CSO projects implemented in the County are not self-sustaining and will perpetually need external funding.

4.7.5 Rating on the use of project funds

Respondents were asked to indicate how well project funds were used by their stations. The findings are as shown in table 4.29.

Table 4.29 Rating on the use of project funds

Rate	Frequency	Percentage
Excellent	4	10.8
Good	19	51.4
Fair	5	13.5
Poor	9	24.3
Total	37	100.0

More than half of the respondents felt that the project funds were used in good ways. This was supported by 19 (51.4%) of the respondents. At the same time 5 (13.5%) felt that the funds were fairly used officers while 9 (24.3%) judged the use of project funds as being poor. This indicates that financial management was an area that needed to be addressed if financial sustainability of the CSO projects was to be achieved.

4.7.6 Major sources of funds for sustaining project

Respondents were asked to state the major sources of funds for sustaining their projects once the budgetary allocation is exhausted. The results are shown in table 4.30.

Table 4.30 Source of funds for sustaining the project

Source of fund	Frequency	Percentage
Government grants/ AIE vote	35	94.6
In- Kind donations	6	16.2
Project product sales	19	51.4

The study findings indicate that majority of the CSO projects are sustained by funds from the government. This view was presented by 35 (94.6%) of the respondents. Project product sales are another source of funds as indicated by 19 (51.4%) of the respondents. There are those who stated that in-kind donations such as seeds, manure and pesticides from other government departments helped to sustain the projects.

4.7.7 Future sources of project funding

The study sought to know whether the respondents had identified other sources of funding the sustainability of their projects once the allocated funds were exhausted. The findings are shown in table 4.31.

Table 4.31 Availability of future funding sources

Response	Frequency	Percentage
Yes	30	56.8
No	7	43.2
Total	37	100.0

The findings show that 30 (81.1%) of the respondents had not identified any future sources of funds for sustaining their projects once the allocated funds were over. Only 7 (18.9%) of the respondents indicated that some future funding sources had been identified. This was going to be through formation of partnership with NGOs and ensuring enhanced sale of project products. These findings reveal that there is overreliance on government funding for implementation and sustainability of CSO projects in the County.

4.8 Challenges facing sustainability of CSO projects in Kiambu County

In addition to the four objectives analyzed in the previous section, the study sought to establish the general challenges facing sustainability of CSO projects in Kiambu County. The findings show that there was lack of financial support, land (space) , market, adequate labour, inefficient project team management, lack of commitment by CSO supervisors, decreases in case load for CSO offenders who should provide labour, delays in funding, diseases on the animals reared, lack of infrastructure and high cost of maintaining the projects. Insecurity, manpower and technical knowhow by the community service officers, unpredictable funding by the CSO secretariat, unforeseen setbacks and poor harvest from green houses were also the major challenges the officers faced.

Respondents were also asked to suggest the solutions to the challenges cited. The officers indicated that the funding should be timely and adequate. Also source for funding from other stakeholders should be sought. Judiciary needs to assist the CSO projects by referring more cases for CSO placement. and training of the project management team, liaise with Court for more CSO offenders, role of stakeholders to be well identified and train CSO officers in project management.

Data further shows that there should be establishment of groups' consultative meetings and seminars which should be held regularly so as to boost production. It was also revealed that viable projects should be identified and provision of maximum security. The officer also suggested that some labor intensive and sensitive projects such as green house should be avoided, proper budgeting of proposed project and networking with relevant stakeholders to be implemented.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of major findings, conclusions and recommendations of the study. The study was guided by the following objectives: To investigate how project identification influences sustainability of CSO projects, to determine how training in project management influences sustainability of CSO projects, to establish how stakeholder management influences sustainability of CSO projects and to find out how funding of the CSO programme influences sustainability of CSO projects in Kiambu County.

5.2 Summary of the findings

The main findings of this study are discussed under the four broad objectives of the study.

5.2.1 Influence of project identification on sustainability of CSO projects

Study findings show that 94.5% of community service officers were aware of a CSO project implemented at their station as compared to 5.4% who indicated lack of knowledge of such a project. Most of the stations had implemented afforestation/ tree nursery project as evidenced by the 78.4% response from the study. The other popular projects in the County were agricultural projects. They included rabbit keeping cited by 37.8% of the respondents, fish farming cited by 35.1%, bee keeping cited by 16.2% of the respondents and greenhouse mentioned by 18.9% of the respondents. Brick making project was not very popular in the County. The choice of project seemed to be greatly influenced by prevailing climatic conditions.

The findings further revealed that almost half of the projects started in the County were inactive. The data shows that 51.4% of the respondents compared to 48.6% stated that the projects were active. This points to a serious problem in post-completion sustainability of CSO projects in the County. Community service officers cited lack of funds, lack of enough labour, lack of skills for operation and maintenance of equipment and lack of market as the main reasons why the projects were inactive.

Participation of community service officers in conception and design of the projects was unsatisfactory. This is because 43.2% indicated that the District Community Service Officer

chose the project for the station and a further 21.6% said that the project was dictated by the CSO National Secretariat. Only 13.5% indicated that they were involved in conception and design of the project. The findings further revealed that availability of CSO supervisors, space to conduct the projects, nature of work involved, availability of water, availability of labor and the desire to start new projects were the main factors considered in project choice. Findings further show that 64.9% of the officers indicated that if given chance they would have identified and chosen the same project for implementation.

5.2.2 Influence of training on sustainability of CSO projects

Lack of training in project management is a serious problem influencing sustainability of CSO projects. Findings revealed that 86.5% of community service officers had never attended any training in project management yet they were required to sustainably implement projects. Only a paltry 13.5% of the officers had been trained in project management. Out of those who had been trained, 8.1% had attained Masters in project management while 5.4% had attended a seminar on project management. Majority of the officers expressed the need for tailor-made training in project management since the department appeared to focus more capacity building efforts on offender rehabilitation.

5.2.3 Influence of stakeholder management on sustainability of CSO projects

The value placed on stakeholders in CSO projects was highly underscored by the study findings. Data shows that 89.2% of officers collaborated with other stakeholders in their project. The findings also revealed that the stakeholder community of the projects was a very diverse group of people and organizations. Five key stakeholders were identified by the respondents. Judiciary was identified by 83.8% of the respondents. This was followed by CSO offenders cited by 78.4% of respondents while the community was cited by 54.1% of the respondents. The prisons department was mentioned by 48.6% of the respondents while NGOs were least cited stakeholder group with 37.8% mention.

The findings also show that 73.0% of respondents would include additional stakeholders into their project given a chance. Additional stakeholders most cited by the respondents include Kenya Forest Service, schools, churches, financial institutions Kenya Forestry Research Institute (KEFRI), Youth department, business community and provincial administration.

5.2.4 Influence of funding on CSO project sustainability

The study findings indicate that majority of the CSO projects are sustained by funds from the government. This view was presented by 94.6% of the respondents. Project product sales were the other main source of funds cited by 51.4% of the respondents. The allocated funds by the government were considered inadequate by 83.8% of the respondents. The findings also show that community service officers are involved in project budgeting. An impressive 64.9% of the respondents indicated that they had participated in the process of budgeting for their projects. The 35.1% of those who stated that they did not participate in budgeting for the project indicated that the funds were just released to the stations and officers required to implement the project with what had been allocated to them.

A shortcoming was identified in funds disbursement with 75.5% stating that funds were delayed and this negatively affected their project plans and ultimately sustainability of their projects. The study further revealed that respondents had put in place cost-recovery measures for their projects. An impressive 56.8% of the respondents indicated that they sold project products as a cost-recovery measure. The revenues were however outweighed by project costs. The remaining 43.2% of the respondents said that they gave out project products for free.

5.3 Discussion of the findings of the study

The findings of the study have been discussed according to the four variables of the study namely project identification, training in project management, stakeholder management and project funding.

5.3.1 Project identification

According to the findings of the study, identification and choice of CSO projects needed to be streamlined to make it more inclusive and participatory. The current trend where projects are chosen by station heads or the headquarters and then passed on to community service officers does not promote sustainability. This affirms the observation by Westland & Jason (2006) that in most developing countries project identification and preparation is neither feasible from the point of view of resource endowment nor efficient from the point of view of comparative advantages. The result is that a large number of defective, moribund and in other ways ineffective projects are identified and processed.

The study findings also revealed that some the projects so far chosen and implemented were inactive. The findings further show that even those active projects had either maintained or reduced their level of activity. This points at resistance by implementors to buy and own the project idea or poor reception of the project idea by the host community. The study findings confirm the conclusion by Tekalign & Tsige (2002) who argued that project identification is an important stage such that it can affect the whole process including that of sustainability of the project after completion and transferring to operational phase.

The study also found out that majority of the projects implemented were agriculture related. This was due to the prevailing climatic conditions which permit crop farming and livestock rearing. The projects unfortunately appear to compete with similar community activities for the market.

5.3.2 Training in project management

The study findings underscored the importance of training community service officers on project management. The training does not necessarily have to be formal classroom training but tailor-made training through seminars and workshops is preferred. Community service officers lamented that the department only emphasized capacity building in other areas of criminal rehabilitation especially under the probation programme. Some officers even added that nothing concerning community service projects was tackled during the induction course.

The sentiments of the community service officers concur with AusAID (2000), who point out that the provision of appropriate training for project implementers is often a key strategy for achieving sustainable benefits. To improve the prospects for sustainability it should start at the right time, that is, not near the end, should be conducted throughout the project and allow for repetition. Further, training, such as on-the job training, mentoring and short-course competency based training are more likely to support more sustainable benefits than overseas courses or long-term 'academic' training for a few. In cases where counterparts are transferred or leave over time, training must also be repeated and refresher courses given if the required skill base is to be sustained throughout.

5.3.3 Stakeholder management

The research findings have shown that implementation and management of CSO projects involves numerous stakeholders depending on the nature of the project in question. This has been the emphasis since the inception of the CSO programme as GoK and UNAFRI (2011) noted that the CSO programme was initiated within the context of common participation by all

stakeholders. Pfeffer and Salancik (1978) have also highlighted the importance of stakeholders in a project. They point out that to be able to produce the project deliverables, the project requires sufficient contributions from stakeholders. According to UNDP (2009), inadequate stakeholder involvement is one of the most common reasons programmes and projects fail. Therefore, every effort should be made to encourage broad and active stakeholder engagement in the planning, monitoring and evaluation processes.

The study also found out that more stakeholders were needed for inclusion into CSO projects due to the identified shortcomings of the existing stakeholders. In spite of the desire to have more stakeholders, caution should be taken. A thorough stakeholder analysis is needed to ensure that only those who are instrumental are enlisted. This is in agreement with Ackermann & Eden (2011) who observe that in managing project stakeholders you must decide on the level of stakeholder disaggregation. Specific persons or groups might be especially supportive and others especially non-supportive towards the project.

5.3.4 Project funding

The study established that CSO projects relied entirely on government funding. This seriously compromised post-completion sustainability of the projects. There is therefore need to diversify sources of funds and other resources to avoid overreliance on the state for funding. This is in line with the observation of UN-HABITAT (2007) that stability in funding through diverse sources is important for project sustainability. Therefore, long term funding of the project interventions through diverse sources should be taken into account in the follow up project activities. Initiatives such as public-private sector partnerships in service delivery within the project are crucial for achieving financial sustainability.

The study further revealed that there were cost-recovery measures put in place for some CSO projects. These measures are an important way of ensuring sustainability of the project and need to be enhanced. The same sentiment is shared by Briscoe and de Ferranti (1988) who argue that cost recovery contributes to sustainability not only through increasing resources available for sustaining and expanding benefits, but also by establishing relationships of accountability for resource use. They further argue that cost recovery measures need to be applied during project implementation. This is because production of project products is neither cost free nor sustainable unless the costs are recovered.

The study has also revealed that cost-recovery was hampered by uncompetitive tariff structures for the project products. The result was that although project products were sold, the revenues were insignificant compared to the costs involved. Community service officers therefore need training on marketing and financial management. This realization affirms Misgina (2006) who argued that the success of cost recovery efforts, as a key post-project determinant of sustainability, will be influenced by the extent to which individuals and committees are supported, re-trained, and guided in relation to tariff structures and broader financial management. If such guidance is absent, then it is likely that the success of cost recovery efforts will slowly diminish over time.

5.4 Conclusions

The study sought to establish the factors influencing sustainability of community service order projects in Kiambu County. The study targeted community service officers in the County. It was concluded that the factors investigated influence sustainability of CSO projects in different ways.

- 1.The researcher concludes that the type of a project identified and the process of identification and choice influence post-completion sustainability of CSO projects. Participation of community service officers in conception and design of the projects will enhance sustainability since there will be ownership and commitment to the project.
- 2.Training in project management for community service officers enhances CSO project sustainability. Despite the fact that most of the Community Service Officers are university graduates, they still need tailor-made training so that they can understand and internalize project management skills which are essential for ensuring sustainability of projects.
- 3.It is concluded that stakeholders are critical in CSO project work. They have different levels of responsibility, authority and influence on a project which may change during the life of the project. They can either inhibit or enhance project sustainability depending on how they are identified and managed.
- 4.It is finally concluded that the amount and timeliness of funds disbursement influences sustainability of CSO projects. Inadequate funds allocation by the government hampered implementation and post-completion sustainability of CSO projects in the County. This is because of the absolute reliance on government funds by CSO project implementers as well as the lack of formidable cost-recovery measures.

5.5 Recommendations

Based on the findings and conclusion made above, the study makes the following recommendations.

1. Community service officers should be actively involved in the identification of viable CSO projects. The CSO National Secretariat should avoid allocating funds to field stations before receipt of concrete project proposals. Moreover, station heads should avoid imposing projects on their stations without considering prevailing economic and environmental factors.
2. Community service officers must receive at least basic training in project management. Where project management committees exist, the members should also be trained. To improve the prospects for sustainability the training should start at the right time, be conducted throughout the project and allow for repetition. In cases where officers are transferred or leave over time, training must also be repeated and refresher courses given if the required skill base is to be sustained throughout.
3. Implementation of CSO projects involves numerous stakeholders each with varying roles. A thorough stakeholder analysis is required to understand who they are, the organization that they come from, their expectations of the project and what contributions you need from them to accomplish the project successfully. The stakeholders need to be reevaluated. Some stakeholders may have to be discarded and new ones enlisted to enhance sustainability of the projects.
4. It is evident from the study that CSO projects rely almost solely on government funding. There is therefore need to seek alternative sources of funds and resources such as forging public-private partnerships, enhancing cost-recovery measures and approaching donors for funding.

5.6 Suggestions for further research

Community service order projects need to be given weight like any other development project. Therefore, more study can be carried out in the following areas.

1. Establish offender's perception of CSO projects in Kiambu County.
2. Investigate the influence of marketing of project products on sustainability of CSO projects in Kiambu County.

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APPENDICES

Appendix I: Letter to respondent

Daniel M. Wathome,
Registration No. L50/63772/2010
School of Continuing and Distance Education,
College of Extra Mural studies,
University of Nairobi, Nairobi Center.

Dear Sir/ Madam.

RE: ACADEMIC RESEARCH

I am a student of University of Nairobi pursuing a Master of Arts Degree in Project Planning and Management. I am conducting an academic research on factors influencing sustainability of Community Service Order projects in Kiambu County.

Your station has been chosen to provide information relating to issues of sustainability of the CSO projects in Kiambu County. I am inviting you to participate in this research project by filling out this questionnaire as accurately as possible. The questionnaire has five sections that will focus on project identification, training in project management among community service officers, stakeholder management and funding and suggested ways of improvement. I hope that the results of this survey will be useful in creating an understanding of the present state of community service order projects with regard to their sustainability.

You are not required to put your name on this questionnaire. I guarantee that your responses will remain confidential and will not be identified with you personally. The results and findings will be used purely for academic purposes. The survey should take you about 30 minutes to complete. Kindly take time to fill then handover the completed questionnaire to the District Community/Probation Officer at your station.

I greatly appreciate your help in furthering this research endeavour.

Yours sincerely,

Daniel M. Wathome.

Appendix II: Questionnaire for Community Service Officers

Instructions

- i. Please answer these questions to the best of your knowledge.
- ii. Write your responses in the spaces provided.
- iii. Please put a tick (✓) in the box where appropriate.

Section A: Demographic Information

1. What is your age in years?

a)24- 28 []

b)29- 33 []

c)34-38 []

d)39-43 []

e)44-48 []

f)Over 54 []

2. Gender

Male [] female []

3. What is your highest level of education?

a) Secondary []

b) College Diploma []

c) Bachelors Degree []

d) Masters degree []

e) Any other. Specify

4. How long have you been in probation service?

a)Less than one year []

b)1 to 5years []

c)6- 10 years []

d)Over 10 years []

5. How long have you been in this probation station?

a)Less than one year []

b)1 - 5years []

c)6- 10 years []

d)Over 10 years []

Section B: Project identification

This objective seeks to understand how the CSO project was identified and chosen before it proceeding to implementation stage.

6. a) Are you aware of any CSO project implemented by this probation office?

Yes [] No []

b) If your answer to 6 (a) above is ‘Yes’, what type of CSO project(s) has the station implemented?

a) Afforestation/Tree nursery []

b) Fish farming []

c) Bee keeping []

d) Rabbit keeping []

e) Green House []

f) Brick Making []

g) Others. State in the spaces provided

.....
.....

7. Currently what is the level of project activity?

a) Active []

b) Inactive []

b) If your answer to 7 (a) above is **active**, how would you rate the level of project activity?

i) Expanded []

ii) Maintained []

iii) Reduced []

c) If your project is **inactive**, give reasons for this status.

.....
.....
.....

8. a) What was the source of project idea?
- i. CSO Secretariat []
 - ii. District Probation Officer []
 - iii. District CSO Case Committee []
 - iv. Community Service Officers alone []
 - v. Don't know []
 - vi. Others. Specify

b) What factors were considered in identifying the project? State in the spaces below.

.....

.....

.....

- c) Given a chance, would you have identified the same project for implementation?
- Yes [] No []

Explain your answer in the spaces below.

.....

.....

Section C: Training in Project management

This objective seeks to understand how training in project management among community service officers influenced sustainability of the CSO projects in Kiambu County.

9. a) Are you trained in project management?
- Yes [] No []

If 'Yes' to question 9 (a) above, proceed to 9 (b) and (c). If 'No' jump to question 10.

- b) To what level are you trained?
- i. Masters []
 - ii. Undergraduate degree []
 - iii. Diploma []
 - iv. Certificate []
 - v. Seminar/workshop []
 - vi. Others. State.

c) Do you think the training is relevant for CSO project management?

Yes [] No []

d) "It is difficult to sustain the project due to lack of project management training".

To what extent do you agree with this statement? (Tick ✓ appropriately)

Strongly agree	
Agree	
Neutral	
Disagree	
Strongly Disagree	

10. a) Does the project have a management committee? If **No** jump to question 11.

Yes [] b) No []

b) Do you think the committee has the necessary project management training?

Yes [] b) No []

Section D: Stakeholder management

This objective seeks to understand how stakeholders were mobilized and coordinated and how their role may have influenced sustainability of the CSO project.

11.a) Do you collaborate with other stakeholders in your project?

Yes [] No []

b) If your answer is 'Yes', who have been the key stakeholders in your project?

- i. Community []
- ii. Offenders []
- iii. Judiciary []
- iv. Prisons department []
- v. NGOs []
- vi. Others. State in the spaces provided below.

.....

.....

.....

c) Given a chance, would you include other stakeholders into your project?

Yes [] No []

d) If 'Yes' to 11 (c) above, who would you include into your project. State in the spaces provided below.

.....

12. What has been the role of stakeholders in sustaining your project?

- i. Provision of expert advice []
- ii. Consumers/market for project products []
- iii. Funding/Resource mobilization []
- iv. Marketing project products []
- v. Others. State in the spaces.

.....

13. How satisfied are you with the role of your stakeholders in sustaining your project?

(Tick ✓ appropriately)

Very satisfied	
Satisfied	
Fairly satisfied	
Not satisfied	

14. Do you think the stakeholders benefit from your project?

Yes [] No []

Explain your answer in the spaces provided.

.....

Section E: Project Funding

This objective seeks to understand project funding processes and how they have influenced sustainability of the CSO project.

15.a) Did you participate in budgeting for the project?

Yes [] No []

b) If **No** to 15(a) above, who budgeted for your project? State in the spaces provided.

.....
.....

c) Has the budget been sufficient for the project?

Yes [] b) No []

16. a) Were project funds disbursed in a timely manner?

Yes [] b) No []

b) If **No** to 16 (a) above, how did delays in funds disbursement affect the project? State in the provided section.

.....
.....

17.a) Have the project products been given free continuously? If **'Yes'** jump to question 18.

Yes [] b) No []

b) Have the project revenues been greater than costs?

Yes [] No []

Explain your answer in the spaces provided below.

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18. In your opinion how do you think the project funds are used?

- a) Excellent []
- b) Good []
- c) Fair []
- d) Poor []

19. a) What have been the sources of funds for sustaining your project?

- i. Government grants/AIE vote []
- ii. In-kind donations []
- iii. Product sales []
- iv. Others. State

20. a) Have the future funding sources for the project been identified?

- a. Yes [] b) No []

b) If 'Yes' to 2(a) above, state your future funding sources in the spaces provided.

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Section F: Challenges facing sustainability of CSO projects in Kiambu County

21. In the spaces provided below, list the general challenges facing sustainability of CSO projects in Kiambu County.

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22. In the spaces provided below, suggest solutions to the challenges mentioned in question No. 21 above.

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End. Thank you.

