FACTORS INFLUENCING SUSTAINABILITY OF COMMUNITY BASED PROJECTS: A STUDY OF LAGDERA FARMERS GROUP, GARISSA COUNTY, KENYA

BY

ELIJAH MUASYA MUTETO

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DECLARATION

This is my original work and has not been presented for academic award in any university.

Elijah Muasya Muteto

Reg. No. L50/70483/2011

Sign …… Date…….

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

Name: Joash A. Migosi, PhD, MKIM

Senior Lecturer

South Eastern University

Sign …… Date…….

Dedication

This project is dedicated to my family, led by Ann and late Martha Makau sister in Christ.

Acknowledgement

First and foremost, I would like to thank the almighty God for giving me the strength to conduct my activities as per the scheduled time. Secondly, I would like to thank my project supervisor, Dr. Joash Migosi, for the guidance he provided me in the course of my preparation of the project. I would also like to thank my family for their sacrifice and support during the time I conducted the studies that led to the production of this project. I would also like to thank my colleagues for their cooperation during the study. Special attributes go to Mr. Jamleck Ndambiri for the advice and support he provided during my studies and Mr. Mwanzia for supporting me. Thank you all for the part you played in my life in the course of the studies leading to this project.

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Abstract

Community based projects have been used as a means of economically empowering communities so that members of the community can have a means of livelihood. Most community based projects are initiated by organizations outside the community, and members of are expected to participate in the projects activities, learn the skills and later take over the project. However, in many cases, such projects fail soon after the funding body has withdrawn. This study sought to determine the factors influencing sustainability of community based projects with specific reference to Lagdera Farmers Group in Garissa County. The study employed descriptive design. The target population constituted 100 farmers, 40 current and former leaders (project's local managers) of Lagdera Farmers Group and thirty employees of non-governmental and international organizations (the donors to the group) operating within Garissa Township. A combination of stratified and systematic random sampling techniques was employed to sample the group of farmers. All the current leaders and an equal number of former leaders Lagdera Farmers Group were included in the study. Simple random sampling technique was employed to select ten NGOs and international organizations from where three officials were sought and studied. The study had a total of 100 respondents. Focused group discussion guide, interview schedule and a questionnaire NGOs were used to collect data from farmers, their leaders and leaders of NGOs respectively. Content validity was used to validate the instruments, while their reliability was determined by split-half method. Quantitative data was analysed using descriptive statistics that include determination of the mean, frequency and percentage occurrences. Qualitative data was analysed by thematic discussion of themes arising. The study found that members' perception of a project greatly influences the members' action towards the project. Their positive perception induced them to perform sustainability practice to ensure continued existence of the project for as long as possible, while negative perception negates this. It was also found that group leaders have major roles to play in encouraging sustainability of projects, while transfer of skills from donors to project owners is quite crucial. The study recommends that group leaders and project donors should always ensure that project members own and believe in the project so that they can work towards its sustainability.

List of Acronyms and Abbreviations

CBO	Community Based Organization
CDF	Constituency Development Fund
DANIDA	Danish International Development Agency
FGD	Focused Group Discussion
IFAD	International Fund for Agricultural Development
LATF	Local Authority Transfer Fund
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
UK	United Kingdom
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

A project can be defined as an endeavour in which human, material and financial resources are organised in a novel way, to undertake a unique scope of work of given specification, with constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives (Bolles, 2002). These individual tasks generally cannot be accomplished routinely in conventional hierarchical line organisations. It can also be considered to be the achievement of specific objectives, which involves a series of activities and tasks which consume resources (Munns & Bjeirmi, 1996). A project has to be completed within a set specification, having definite start and end dates.

On the other hand, project management is the process of controlling the achievement of the project objectives (Kerzner, 1989). Utilising the existing organisational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company. The function of project management includes defining the requirement of work, establishing the extent of work, allocating the resources required, planning the execution of the work, monitoring the progress of the work and adjusting deviations from the plan.

Project sustainability is defined by many economists and international development agencies as the capacity of a project to continue to deliver its intended benefits over a long period of time The World Bank's definition in Bamberger and Cheema, 1990). A

development program is said to be sustainable when it is able to deliver appropriate level of benefits for an extended period of time after major financial, managerial and technical assistance from an external donor is terminated (US Agency for International Development, 1988). Lyson et al (2001) define sustainability as the magnitude of inheritance over a specified period after donor support, or continuation of project activities after phase out of donor involvement (Lyson, Stephens & Smuts, 2001). Sustaining a project implies the process of ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project (IFAD, 2007). Assessment of sustainability therefore entails determining whether the results of the project will be continued in the medium or even longer term without continued external assistance (IFAD, 2006).

Sustainability of community based projects has been a major problem for many donor funded projects. In many cases, donors usually fund projects, assist in their start-up process and continue to support them for a period until they start delivering benefits to its target population. The donors then withdraw financial support, but may continue providing technical support for a little bit longer or as the need arises. The owners of the project are then expected to run the project and ensure that the project continues to provide the benefits it was intended to deliver. However, sustaining a project has been a major problem, especially for community based projects, in which projects start deteriorating soon after the funding organization has withdrawn.

Lagdera Farmers Group is an organized group of farmers operating an agricultural farm in Lagdera Division in the outskirts of Garissa Town. The group was organized into a formal group in the late 1990s so as to enable the members reap the maximum benefits from their activities by buying farm inputs and selling outputs as a group. During the period, the group has been able to attract numerous organizations, including UNDP, DANIDA, USAID and other non-governmental organizations operating in the region. These groups have previously helped the farmers acquire farm machinery and start various projects aimed at helping the farmers get the most out of their farming activities. However, these projects have always failed after the funding bodies have withdrawn. While in many cases donor organizations intended the projects initiated to continue even after they withdraw, this is not always the case. This study therefore intends to find out the reasons for lack of sustainability of such community based projects.

1.2 The Statement of the Problem

Community based projects are meant to empower members of the community economically by providing them with means of livelihood for the duration of the project. As such, it is important that such projects are sustained so that the project owners can continue reaping the benefits of the projects. Studies have been done focusing on issues such as factors affecting the ability of a project to achieve its goals, but they do not specifically address issues of sustainability of projects, especially when external funding entities have withdrawn their support. Members of Lagdera Farmers Group have previously received funding from many donor organizations for specific projects deemed to have been self-sustaining; but these projects have always failed within the first two

years of withdrawal of the funding bodies. It is for these reasons that study therefore aims to investigate the possible causes of incapacity to sustain projects even when they have been left by funding organizations in a good operational shape.

1.3 The Purpose of the Study

The purpose of this study is to determine the factors responsible for lack of sustainability of community based projects, with specific reference to Lagdera Farmers Group, Garissa County, Kenya. The identification of theses factors would help the leaders of Lagdera Farmers Group to lay strategies to overcome such situations in future, besides the ability to use the same experiences in improving other community based projects.

1.4 Objectives of the Study

i) To determine the influence of stakeholders' perception of a project on the projects' sustainability
ii) To explore the ability of leaders of community-based leaders to influence members' sustainability practice
iii) To assess the influence of project managers on project sustainability
iv) To examine the influence of external environment on project sustainability

1.5 Research Hypotheses

This study was guided by the following hypotheses:

$H_{01:}$ Stakeholders' perception of a project influences sustainability of the project

$H_{02:}$ Leaders of community based organizations have the capacity to influence members' sustainability practice

H_{03}: Project managers have influence on sustainability of community based projects.

H_{04}: External environment has influence on project sustainability.

1.6 Significance of the Study

This study is significant in that it unearths the circumstances responsible for lack of sustainability that many community based projects experience when donor support has been withdrawn. It therefore identifies these factors, which can then be used by project managers and sponsors to take precautionary measures to ensure that supported community based projects do not fail soon after withdrawal of donor support. The study can therefore act as a means of reference by project initiators, managers and members of community based organizations to ensure that initiated projects are sustained for the period planned.

1.7 Delimitations of the Study

The study was confined to members of Lagdera Farmers Group who were available on the specific days set aside to conduct the study on members only. Individual farmers absent on the days of the study were not pursued for the purpose of providing data for the study.

1.8 Limitations of the Study

This study was limited by the language barriers between the researcher and the respondents to be studied. The membership of Lagdera Farmers Group consists of all cadres of people, including both male and female, most of who are illiterate and can only communicate in their local dialect-in Somali language. Given the literacy level of most respondents, they can only be studied through interview either as individuals or group. This calls for one language of communication between the researcher and the respondents, a situation that is not the case as the researcher does not know the local language. As such, to overcome this hurdle, the researcher had to hire a local interpreter to translate information between the researcher and the respondents. Although this method is expected to yield as much information as would be attained if the researcher communicated to the respondents directly, it is expected that some information may be diluted as it is translated from the translator to the researcher. However, through probing, the researcher expects to minimize translation errors as much as possible.

1.9 Research Assumptions

This study assumes that for every project that is funded by donors, the donors assist the project owners with material resources, technical resources and also help the farmers group set as a clear leadership hierarchy to run the project. Further, the study assumes that the donors not only provide the funds, but also performs some form of capacity building that helps some of the group members conduct some physical activities that were hitherto performed by the donors or their representatives. Therefore, the donors

leave the farmers in a condition in which they can handle all the requirements of the initiated project and what remains is mainly a function of the internal affairs of the group.

1.10 Operational Definition of Terms

Community A group of people; living together, sharing common norms, values, fears and challenges but struggling together to overcome them.

Community-Based Organizations Organisations located within communities or spaces of interest and designed to meet the needs of those communities.

Community project An undertaking whose membership is drawn from the local community, whether registered or not, where members have control over key decisions in the implementation of and capital investments.

External players People that are not part of the main project, but affect the events within the project due to their actions, interests or at times inaction.

Farmers Individuals owning part of the farm in which Lagdera Farmers Group is located, irrespective of the use of the farm.

Leadership The governance and management of a project. This includes management of project activities, guidance to members as well as conflict management.

Sustainability Ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project

Social Capital	the network of relationships between people, sometimes connecting to ideas of trust and reciprocity
Sustainability Practice	The range of activities which are understood by a participant or a community-based organization to impact positively on the global or local environment, or on other people

CHAPTER TWO

LITERATURE REVIEW

2.1Introduction

This chapter reviews information relating to of community based projects. The chapter starts by reviewing information relating to the various understandings for the term "project", then discusses information regarding members' participation in projects and project implementation. The chapter then reviews information relating to project success or failure, in which the various possible circumstances that can lead to success or failure are discussed. The relationship within project stakeholders-the members, leaders as well as external stakeholders is then reviewed before finally considering the effects of leadership and management on implementation of community based projects.

2.2 Influence of Stakeholders' Perception of a Project on its sustainability

The subject of perception in literature often refers to the way an object or issue or personality appears in the eyes of the beholder (Robbins, 1998). Perception is the way man gives interpretations to sensory stimuli (Wilson & Hanna, 1990). The perception of an object depends on the object, the beholder and the environment (Hodgets, 1984). Some factors often combine to determine how an issue or object is perceived and those factors include the experience of the beholder, the expectation of the beholder, the environment or context of the situation and the object itself. As a consequence, no two perceptions can be same (Weaver, 1981). Perceptions can be subjective and individualistic impressions formed over time; yet man's decisions and reactions on issues is a function of perception. Some authors have opined that perceptions influence decision

making (Prapatpaow & Ogunlana, 2002). This view is further reinforced by the proposition of Smith and Nagle (1995) who argued that in marketing, buyers frequently form frames of reference when making buying decisions and these frames in turn influence how they respond to price and product information. Smith and Nagle (1995) locate this behaviour in the prospect theory, which integrates the psychology of decision evaluations with the economic theory of the consumer. The theory argues that gains and losses are valued differently. Perceptions, whether right or wrong, have been argued to affect responses, decisions and market behavior and customer patronage. Perceptions may be subjective and intangible, yet they have the power to influence objective reality and the tangible (Weaver, 1981; Smith & Nagle, 1995).

A stakeholder in an organization is defined as 'any group or individual who can affect or is affected by the achievement of the organization's objectives' (Freeman, 1984). Even though the stakeholder concept has been widely accepted among researchers and practitioners, very few studies have examined the incompatibilities between stakeholders' perceptions and expectations with the project goal, especially in the case of external stakeholders; and assess the stakeholders' conflicting interrelationship in a development project (Pouloudi and Whitley 1997, Orlikowski and Gash 1994, Gallivan 2001, Lederer and Mendelow 1990). These are important issues since individual stakeholder cannot be viewed as a single entity in a project. Rather, it is the interrelations among different stakeholders that constitute one of the most appealing mechanisms of stakeholder behaviour (Pouloudi and Whitley 1997). Furthermore, these issues have yet to be

explored as potential contributing factors to organizations' practice of project abandonment.

Project success factors can be divided into two major categories: those that deal with things and those that deal with people (Parviz & Ginger 2002). The "things" success factors include quantification of performance of planning procedures, cost management, schedule management, scope management, risk management policies, change management and integration efforts. The people issues are the feelings, priorities and perceptions. It is important that people issues receive the necessary attention. It has been reported that a degeneration of any of the items related to people issues will impact the things issues in an indirect but profound way (Parviz & Ginger 2002). Poor understanding and management of the key stakeholders affect the perception of the stakeholders about the value and potential of the project. Perception of lack of success, or lack of importance, can cause the key stakeholders to either no longer support the project objectives or actively work against their successful delivery (Bourne & Walker, 2005). Should the external donor withdraw such support, and would therefore not be sustainable. Major causes of project failure involve key stakeholders: the withdrawal of support or advocacy for the project and the perception that the project had failed to deliver expected outcomes. Delivering value requires managing project relationships and managing risks by ensuring that the expectations of all stakeholders are met with regard to what is delivered as well as when and how (Parviz & Ginger 2002). Managing the perceptions and understanding the expectations of key stakeholders build robust relationships and improve the chances of project sustainability.

Poor public perception can damage or stop a project as surely as can bad ground or shortage of labour. If a project exists in adverse public opinion, the project team would spend much of its time fighting a rearguard action rather than simply getting on with the job (Lemley 1996). In such circumstances, the project may not be sustainable if external donors withdraw support at such a stage.

2.3 Community-Based Organisations Leaders' Influence on Sustainability Practice

Sustainability practice refers to the range of activities which are understood by a participant or a community-based organisation to impact positively on the global or local environment, or on other people (Middlemiss, (2009). In other words, it refers to the practices which an individual or group define as affecting sustainability In the context of sustainability policy, community is presented as a potential partner for government in promoting sustainable practices or sustainability policy more generally (UK Government, 2005). For instance, in the 2005 Defra strategy document on sustainable development, community groups are seen to have the potential to tackle climate change, develop community energy and transport projects, help minimize waste, improve the quality of the local environment, and promote fair trade and sustainable consumption and production (UK Government, 2005, p. 27). There is a sense here that local organisations and institutions can steer people towards a personal connection to sustainability issues which is not easy to engender in the more impersonal relations between individual and state (McKenzie-Mohr, 2000; UK Government, 2005). In addition, such an instrumental perspective fails to recognise that community activities on sustainability can cover the

whole gamut of voluntary action including anti-capitalist initiatives which directly oppose governmental objectives (McCarthy, 2005).

A second perspective here relates to the idea of community as an opportunity for re-localisation of action and understanding of sustainability. This idea is also apparent in research and practice on sustainability (McCarthy, 2005; Hopkins, 2008). Here, re-localisation is seen as a means of bypassing state and/or market processes that are seen to have failed.

The third perspective of community based organization's capacity to influence sustainability relates to the body of literature on sustainability and social capital (Carr, 2000; Rydin and Pennington, 2000; Evans *et al.*, 2004). Social capital, a broad concept, is generally taken in this literature to refer to the network of relationships between people, sometimes connecting to ideas of trust and reciprocity. Crucially, however, there is also an implication in some sources that social capital is connected to the capacity of communities to act. Evans et al (2004), for instance, use social capital to mean the ways in which a community builds capacity for action: through increased and strengthened network connections between individuals. Murray (2000) further elaborates on this to outline the prerequisites for social capital. Building social capital rests on a foundation of three requirements, namely a sense of hope by citizens that solutions are possible; sufficient opportunities for engagement by those with the necessary motivation and skills; and opportunities to nurture community service life-skills (Murray, 2000, pp. 100-101).

2.4 Influence of Project Managers on Project Sustainability

Classical scientific management theorists like Mintzeberg saw a project manager as the chief executive, the leader and diplomat while Fayol saw project manager in terms of planning, controlling, organizing and directing (Franks and Curswoth, 1993). Management puts into consideration people who are not only subordinates, but also the essential resources available to managers for transforming ideas, inspirations, materials, capital and technical competence and account for why some projects are more successful than others (Franks & Cursworth, 1993). The extent to which the leaders are able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project. If the leaders are able to mobilize the three factors effectively, there are higher chances of successful implementation and hence high chances of sustaining the project even when external donors have withdrawn; otherwise, there would be higher chances of project failure, or lack of sustainability of the project.

According to Anschutz (1996), a community based organization leader has a role in networking with authorities, carrying out education and awareness (among the members), enhance membership behaviour control and engage in community mobilization. If the leader or manager of a project, or the entire management committee of a project succeeds in providing the necessary networking and member mobilization, there are higher chances of successful project implementation and hence higher chances of sustaining the project for as long as it is required. The converse is true since the membership will lack a leader to lead them from the front. Every member's activity will be disjointed from those of the rest and, even though they may be contributing to the total project implementation,

the fact that there would be little convergence in their efforts would lead to haphazard process with little synchrony. This is a euphemism for the entire project failure despite the positive intentions of the individual members of the project team. Such a project cannot be sustained for long periods.

According to Public Procurement Oversight Authority (2009), the project manager has a responsibility to ensure that risks are identified and managed appropriately; objectives and benefits are achieved within budget and time, and to the required quality. This is because, they bring together resources, skills, technology and ideas to achieve business objectives and deliver business benefits. Down, section 2.5.

Franks and Cursworth (1993) observe that a project can succeed or fail because of lack of strong management and leadership that often accompanies it, the cultural misfit of project objectives and activities within the environment and lack of local knowledge and understanding leading to rejection of the project by intended beneficiaries. They further note that such a project will succeed if it builds on the existing strengths and reduces duplication of effort.

2.5 Influence of External Environment on project sustainability

Projects are not established in void, but within communities. Not all members of communities can own the project. As such, projects will have its owners. External environment refers to the people and things that are not part of the object in question (in this case a community based project), whether they affect the object or not (Brinkerhohh & Goldsmith, 1992). External environment influences the sustainability of projects in a

number of ways. One such way is external policies and institutional context. These are policies meant to control other organizations that may have spill over effects on the project (Lewis, D. (2001). Policies governing non-governmental organizations, the bodies that provide funding to community based organizations, have a direct effect on project sustainability. For instance, if a donor has projected to fund a project for, say, a period of three years then after two years there is a policy change that requires that such sponsorship be terminated, the sustainability of the project in question would be drastically affected. The same would apply if donors had a policy shift that seeks to extend funding of the project. In such cases, the policy changes will have a direct influence on project implementation and sustainability, though such policies were actually made from an external environment.

Whether the activities associated with the project are consistent with and supportive of government policies may determine the sustainability of a project (Salamon & Toepler, 2000). Whereas government bodies may not initiate community projects, if a running project is supportive of some of the government's policies, government officers may be seconded to the projects to assist where necessary. But policy also shifts, evolves and is moderated over time. A policy change or re-alignment can have significant consequences for the survival of projects.

Individuals start and run projects. However, these individuals come from some communities. The immediate community is the first external environment that interacts with the project. If the project is perceived by the immediate community as being useful to them and therefore owned by them, this enhances sustainability of the project (Bansal,

2003). Community ownership should entail involvement of project participants at all stages of the cycle: design, implementation, and monitoring and evaluation (M&E).

Lack of external stakeholder demands may also have an effect on the sustainability of a project. As much as projects are intended to benefit its owners, the demand by external stakeholders may influence its course of action (Berns, Townend, Khayat, Balagopal, Reeves, Hopkins & Kruschwitz, 2009). For instance, a project involved in the production of agricultural products must sell the products to people in the external environment. If there is little demand from the external environment, this may be a pointer to a failure of the project since products from the project are not demanded by consumers. This may therefore force the project leaders to change the course of the project, probably to change the nature of products they produce in order to satisfy the immediate external environment. Should this fail to be done, there is bound to be member apathy towards the project, a scenario that could lead to project failure.

External factors such as positive pressure from stakeholders, type of organization product-market strategy, and measures of industry structure may influence the sustainability of a project (Blackburn, 2007). If stakeholders in the external environment exert positive on the project owners to undertake certain issues within the project, this may force project owners to change course and work towards achieving the external demand, and in the process increase the project's sustainability. In other words, the sustainability practice is forced on the project owners as a result of the demand from the external environment. In other words, external influences will affect the degree to which

organizations implement sustainability practices through their positive or negative effects on foundational organization enablers, decision drivers, and internal inhibitors. In the contrary, the level of hostility of the environment is considered to be relevant and, consequently, affect the sustainability of the project. A project cannot survive for long in a hostile environment (Hitchcock, & Willard, 2006).

Capacity building is one aspect through which the external environment can affect project sustainability. Capacity building refers to a range of processes that help a project, organisation or a community to work more effectively and confidently to reach its goals (Mirchandani & Ikerd, 2008). Sustainability through building capacity within organisations/community networks is particularly as an important precursor to delivering a programme's objectives. The external environment in this situation would be the external experts who provide technical knowledge on the running or performance of specific aspects of the project, thus skills transfer. If the skills are successfully transmitted, the people acquiring them would run the project skilfully and therefore improve the project’s existence time, hence its sustainability.

The external environment may also affect the sustainability of a project through further funding and/or integration into the statutory sector (Willard, 2009). The exit of one project financier does not necessarily imply that the project cannot acquire another financier; neither does the existence of one financier in a project exclude all others. In other words, it is possible to have more than one organization funding various aspects of a project. Is such a situation, the expiry period of one donor may not imply that the

other(s) donor would also pack. Besides, the exit of a donor may create room for the organization to seek other donors from external environment to fund the project. Thus, the external environment greatly affects the sustainability of a project.

2.6 Theoretical Framework

This study will be based on the theory of project management (Howell & Koskela, 2002). In this theory, a project is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. Understanding of management is based on three theories: Management-as-planning, the dispatching model and the thermostat model. In management-as-planning theory, management at the operations level is seen to consist of the creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization.

The dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor. The thermostat model is the cybernetic model of management control that consists of the following elements: there is a standard of performance; performance is measured at the output; the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached (Koskela & Howell, 2002. These can be expressed in the following Table 2.1:

Table 2.1: The Underlying Theory of Project Management

Subject of theory		The theory
Project		Transformation
	Planning	Management-as-planning
Management	Execution	Classical communication theory
	Control	Thermostat model

With respect to this study, the community based project may have several objectives. Achieving each objective requires the transformation of inputs to outputs. The entire process of transforming inputs to outputs requires planning, execution and control. If these three aspects are well coordinated, there are high chances of the project succeeding at the planned time. However, lack of proper coordination of activities would result in a delay in the completion of the project, or even the complete failure of the project.

2.7 The Conceptual Framework

The conceptual understanding of this study is that various factors, circumstances and situations combine together to influence the level of sustainability of community based projects. These factors include stakeholders' perception of a project on the projects' sustainability, capacity for community-based organisations to influence participants' sustainability practice, project managers' managerial capacity as well as the influence of external players. If these issues manifest themselves positively, the project is successfully implemented, leading to high probability of sustaining the project for the desired period.

If, however, the circumstances manifest themselves negatively, especially through the influence of various players in the project, the project activities cannot be successfully implemented, an indication that the project cannot be sustained beyond donor support level. These project implementation factors are interrelated according to the following figure:

Independent variables

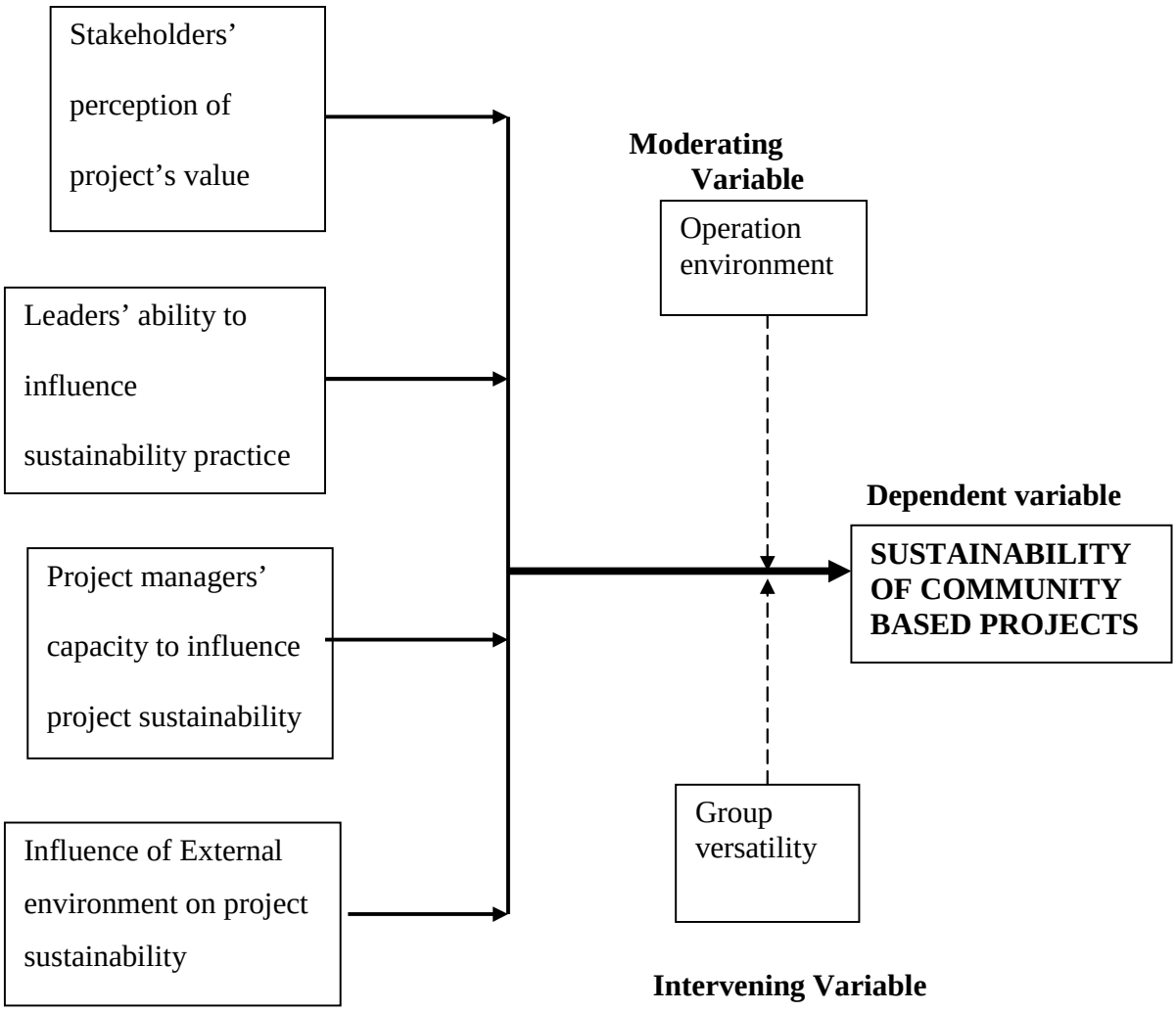

Figure 2.1: The Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the procedures and strategies that were used to collect data in the study, organize and analyze the collected data. The chapter describes the design of study that was carried out, the target population and sample selection. It also describes the research instruments to be used in the study as well as the way the instruments were administered. The chapter winds up by explaining how the collected data was organized and analysed.

3.2 Design of the Study

This study adopted descriptive survey design. Descriptive research supports the development of precise measurements and reporting of characteristics of some population of phenomena (Neuman, 2003). Descriptive research is often used as the next step in exploratory research, which attempts to clarify and explore an idea, event or poorly understood phenomena, or to develop propositions for further enquiry (Saunders, Lewis & Thornhill, 2000). Descriptive studies construct paradigms that offer a complete theoretical picture through either qualitative or quantitative data (Sekaran, 2000). Orodho (2004) further observes that descriptive survey designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret them for the purpose of clarification. Since this study aims at providing a clear picture of issues that lead to failure of community based projects after withdrawal of

donor support (hence lack of sustainability), the design is deemed the most appropriate for the study.

3.3 The Target Population

The study had three categories of target population. The first group constituted about 100 hundred farmers, the members of Lagdera Farmers Group. The second group constituted up to 40 current and former leaders (project managers) of Lagdera Farmers Group. The final target group was about twenty employees of non-governmental organizations (the donors to the group) operating in Garissa Town, who may have interacted with Lagdera Farmers Group in any one way, possibly in initiating or improving some aspects of the farmer's activities. As such, the target population was estimated to be about160 respondents from which samples were selected.

The farmers are targeted in the study since they are the people directly involved in the implementation of project activities as they benefit directly from any project undertaken in the farm. They are therefore in a position to explain possible reasons for failure to sustain the project after withdrawal of donor support. The leaders or project managers, on the other hand, are expected to show the right direction so that the people they lead can follow. As such, they were expected to explain how their subjects behave in relation to the leaders' instructions, and their subjects' behaviour that may lead to failure to sustain projects. Donors and/or NGOs, on the other hand, were asked the possible reasons that lead (and continue to lead) to the failure of projects they may have participated in, soon

after they withdraw their financial support. Their experiences in any other projects they have been involved in were sought.

3.4 Sample Size and Sampling Procedures

3.4.1 Sampling Procedure

Four sampling techniques were employed to pick each of the three categories of respondents. A combination of stratified and systematic random sampling techniques was employed to sample the farmers. The farmers were divided into two groups (strata) of males and females, from where 50% of each category was selected. This is in accordance to Gay (1992), who states that the proportion of respondents selected increases with decrease in the number of respondents. For a target population of 100 people, 50% of them is considered fair enough given the limitations explained by Gay (1992) and Nwana (1981). As such, systematic random sampling was used to extract 50% of males and a further 50% of females using the membership record of farmers kept by the officials Lagdera Farmers Group.

All the current leaders of Lagdera Farmers Group were included in the study given that they are far below 30 people, yet Nwana (1981) asserts that all members of a target population in which the members are 30 or less, should be studied. An equal number of former leaders who no longer had any substantial position were sought and studied, to balance views from the current and former leadership. Former leaders were sampled on availability. In this respect, former members of the organizing committee who were available on the specific day of conducting the study included in the study. Finally,

simple random sampling was employed to select ten NGOs from where three officials were sought according to their positions in their organizations, and studied. Specifically, officials in such organizations responsible for external activities such as sponsorship, public relations and other such like positions were sought and included in the study.

3.4.2 Sample Size

From the sampling techniques described in the previous sub-section, it is evident that the study had a total sample of 100 respondents. The respondents were distributed in three distinct categories of the target population, as summarized in the following Table 3.1:

Table 3.1: Study Sample Summary

Sample Category	Population Size	Percentage Required	Sample Size
Farmers	100	50	50
Current leaders	10	100	10
Former leaders	20	50	10
Donor/NGO leaders	60	50	30
Total			100

3.5 Research Instruments

According to Kathuri and Pals (1993), interview schedules are the most suitable instruments for conducting research as they enable the researcher to get information without omissions or distortion of facts. However, when the study sample is large, it is difficult and rather expensive to conduct interviews and other methods such as the use of questionnaires and focused group discussion become necessary (Orodho 2004). Walker (1985) observes that the use of questionnaires offers considerable advantages in

administration, and presents even stimulus to large numbers of people simultaneously, providing the investigator with a relatively easy accumulation of data.

Three sets of instruments were developed and used in this study. These were focused group discussion (FGD) guide for farmers, interview schedules for current and former leaders and questionnaires for leaders of NGOs and donors.

3.5.1 Farmer's Focused Group Discussion Guide

This instrument was suitable since most of the farmers who are owners of Lagdera Farmers Group are illiterate or semiliterate and therefore cannot respond effectively to questionnaires. The instrument was suitable to save time that would otherwise be spent if the selected 50 farmers were to be interviewed. At the same time, the selected sample was too big to be interviewed within manageable period. The instrument was used to collect information regarding the farmers' perception of the project, their leaders' influence on project sustainability as well as the influence of external players on project sustainability. The instrument mainly collected qualitative information such as whether they have had any sponsors of the project before, how they rate the importance of the project, the practices they put in place to ensure project sustainability, how they utilize the returns from the project, and so on.

3.5.2 Leaders' Interview Schedule

This instrument was prepared and used to collect data from both the current and former leaders of Lagdera Farmers Group. This category of respondents has people of mixed

literacy level, many of whom cannot respond to questionnaires. At the same time, their number was not too large as to make it difficult to interview them. Therefore, interview schedule is the most suitable instrument for data collection from the group. This instrument was used to collect information regarding the members' perception of the project and the effect of the perception on project sustainability, the capacity of the organization as a whole to influence sustainability practice on the members, influence of project managers on project sustainability as well as information regarding influence of external players on project sustainability. Information collected by this instrument was mainly qualitative. The information included the kind of sustainability practices that the leaders themselves performed, their roles to ensure that group members performed sustainability practices, the role of members on project sustainability, the role of external players on sustainability of their project, how they coped with the withdrawal of existing sponsors, and so on.

3.5.3 NGO Leader's Questionnaire

Data from leaders of non-governmental organizations was collected through questionnaires. The instrument was divided into five sections from section A to section E. Section A asked for demographic information while sections B to E asked questions related to each of the four objectives. The leaders, by virtue of their offices, must be people learned enough (at least up to form four) and are therefore in a good position to respond to questionnaires. Besides, their number is rather prohibitive for conducting a one on one interview on them. This instrument was used to collect information regarding the role of NGOs in community based projects, the kind of assistance the NGOs have

been providing, the effects of such assistance on the projects as well as the improvements they would like to ensure that community based projects become sustainable. Information collected by this instrument constituted both qualitative and quantitative.

3.6 Piloting of Research Instruments

According to Mugenda and Mugenda (1999), random sampling for piloting instruments should depend on the size of the sample, and should range from 1% to 10% of study sample, depending on the sample size. Besides, not all instruments require piloting. Piloting is performed in order to detect ambiguity in the instruments, check errors, omissions as well as the determination of validity and reliability. Wiersma (1985) states that interview schedules and focused group discussion guides are verbal instruments that do not require piloting since any discrepancy in responses can be detected by the researcher during data collection, who would then rephrase the question accordingly. However, questionnaires have to be piloted since they are used in the absence of the researcher. In this study, questionnaires were piloted by being administered to other groups of donors and NGOs who have not necessarily been involved in the support of Lagdera Farmers Group. These respondents did not feature in the main study as the main study only involved donors and NGOs that had supported Lagdera Farmers Group at one time or another.

3.6.1 Validity of the Instruments

Validity means truthfulness, and is a measure of how well the idea fits with reality (Neuman, 2003). Mugenda and Mugenda (1999) describe validity as the degree to which

results obtained from the analysis of data actually represent the phenomenon under study. According to Punch (1988), an indicator is valid to the extent that it empirically represents the concept it purports to measure. In this study, the instruments were validated using content validity. Content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept (Mugenda & Mugenda, 1999). According to Punch (1998), content validity focuses on whether the full content of conceptual description is represented in the measure. A conceptual description is a space, holding ideas and concepts, and the indicators in a measure should sample all ideas in the description (Neuman, 2003). Punch (1998) notes that there is no foolproof procedure to establish validity and the validation methods used depend on the situation. As such, the researcher assessed content validity through the use of professionals or experts as advocated by Mugenda & Mugenda (1999). In this respect, the researcher discussed the instruments with his supervisors and other lecturers, who were requested to advice on whether the instruments accurately represent the concept under study. Their ideas were considered and incorporated.

3.6.2 Reliability of the Instruments

Reliability is concerned with how well a method provides a researcher with the same results if the method is repeated under the same circumstances (David & Tobias, 2006). If a method is not reliable, it also lacks validity, but high reliability does not necessarily mean high validity as it is possible to use a method that would provide a researcher with exactly the same results under different occasions without necessarily

measuring what it was intended to measure (Yin, 1994). According to Denscombe (2003), the meaning of reliability is whether research instruments are neutral, and if doing a similar study, same results would be achieved. Babbie (2004) explains reliability as dependability or consistency. Gay (1992) asserts that reliability is the degree to which a test consistently measures what it is meant to measure, and is expressed numerically. It is the ability to consistently yield the same results when repeated. The goal of reliability is to minimize errors and biases in a study (Yin, 1994). Measurements are taken of the same subjects under the same conditions (Orodho, 2005). An additional approach to increase reliability in a study is to use triangulation (Bryman & Bell, 2007). In this study, Split-half method together with the Spearman Brown Prophecy Formula was applied to calculate and determine the reliability of the instruments (Gay, 1992). In this study, split half technique of correlation was applied for the respondents separately, whose formula is:

$$^{R}\textbf{total test} = \frac{2r_{\text{split half}}}{1+r_{\text{split half}}}$$

where $\mathbf{R}_{\text{total test}}$ is the instrument reliability coefficient

The instruments were assessed and scores awarded for relevance of responses with respect to questions posed. Scores attained for odd numbered items were correlated with those attained for even numbered items. The Spearman rank correlation coefficient (r) between scores for the odd and even numbered items were determined, which were used to determine the reliability coefficient (R in the above formula) to find the overall reliability coefficient for the entire test. A reliability of 0.72 was found, which was considered good enough for this study (Gay, 1992).

3.7 Data Collection Procedure

In order to collect data in this study, the researcher first sought a letter from his department at the University of Nairobi to help him secure a research permit from the National Council for Science and Technology. Thereafter the researcher informed the District Commissioner (DC) and other relevant authorities in Garissa so that they could issue letters to authorize the researcher to carry out the study and introduce him to the respondents. He then went to Lagdera Farmers Group to seek its leaders. The researcher explained the purpose of the study and requested the leaders to enable him access the relevant respondents for the study. A detailed arrangement was made with the leaders so as to ensure that the study was conducted successfully. Once all modalities had been agreed upon, the researcher made arrangements with all relevant respondents and sought the assistance of the current leaders of Lagdera Farmers Group to trace former leaders to respond to questions prepared in relevant instruments. The researcher asked the leaders for the names of all donors, NGOs and international organizations who had at any one time supported activities of the project. These organizations were approached to allow their officers to participate in data collection for the study. The researcher identified the target respondents, selected them and issued questionnaires to the selected respondents. He then made arrangements on when he could return to pick the filled-in questionnaires.

3.8 Method of Data Analysis

Collected data was arranged and grouped according to particular research objectives. For every objective, the responses were tabulated in a frequency distribution table. Quantitative data was analysed using descriptive statistics that include determination of

the mean, frequency and percentage occurrences where applicable (Orodho, 2005). Qualitative data will be analysed by thematic discussion of themes arising. In this respect, the data was discussed according to emerging themes. Hypothesis testing technique was used to test the truth of the stated hypotheses, in which the hypothesis test for population proportion was applied. Finally, triangulation was performed on the data. Responses on similar themes from different respondents were compared to determine their convergence or divergence. Where certain sentiments from different respondents tended to converge (agree), the sentiment was considered to be a contributing factor to lack of sustainability of community based projects. However, where there were divergences (disagreement), possible reasons for the divergence were inferred from other information in the data.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the findings of the study, analyses the data and discusses the results of the analysis. The findings are presented according to the research objectives of the study. The analysis was done by considering each of the research questions emanating from the objectives, presenting the results of the study on that particular question and then discussing the results. The results were presented in frequency tables, percentages and using graphs. Qualitative data was categorized into themes and the major themes discussed and reported.

4.2 Demographic Characteristics of Respondents

Three target groups were studied. These were farmers, their leaders for the last five years and employees of local non-governmental organizations operating in the Garissa Township. The demographic characteristics of each of these respondents are described in the following sections.

4.2.1 Gender of Farmers

A total of 44 farmers were available for the interview. Their distribution by gender was as presented in the following Table 4.0.

Table 4.0: Gender of Farmers

Sex	Number of people (n=44)	Percentage
Male	32	72.7
Female	12	27.3
Total	44	100

4.2.2 Gender of Leaders

A total of 16 leaders were interviewed. These constituted of nine current leaders and seven former leaders. Group leadership was predominantly male, with only two females available for the study. Their gender characteristics are presented in the following Table 4.1:

Table 4.1: Gender of Leaders

Leader category	*Sex*	*No. of people*	*Percentage*
Current leaders	Male	7	43.8
(n = 9)	Female	2	12.5
Former leaders	Male	7	43.8
(n = 7)	Female	0	0
Total		16	100

4.2.3 NGO Officers' Gender

A total of 24 officers of non-governmental organizations were studied. Their distribution by gender is presented in the following Table 4.2.

Table 4.2: Gender of Respondents from NGOs

Sex	Number of people (n=24)	Percentage
Male	15	62.5
Female	9	37.5
Total	24	100

4.3 Influence of Stakeholders' Perception of a Project on Project Sustainability

The first hypothesis was: Stakeholders' perception of a project influences sustainability of the project. To get answers to this question, the farmers were asked a series of

questions including the level of importance they attached to the activities of the group, alternative activities they would engage in if the project did not exist and how the returns from the project sustain their daily requirements. Responses to these questions are provided in the following tables:

Table 4.3: The Level of Importance of the Project to the Farmers

Level of importance	Number of people (n=44)	Percentage
Very important	18	40.9
Important	13	29.6
Neither important nor unimportant	7	15.9
Important to a small extent	6	13.6
Not important at all	0	0
Total	44	100

From Table 4.3, it is observed that majority of the farmers perceive the project as important given that 40.9% viewed it as being very important while a further 29.6 view it as important. Thus, this group of respondents agree that the project is actually important to them and are therefore likely to work towards its continued existence, thus its sustainability.

The null hypothesis, $H_{0,}$ stated that:

H_0: Stakeholders' perception of a project influences sustainability of the project. If this statement is to be true with regard to the importance of the project to the stakeholders, then the mean proportion of people viewing the project as important should be at least half (or more). A proportion less than half, viewing the project as being important implies

that that the project is not positively perceived. In this regard, the null and alternative hypotheses become:

H_0: $\mu = 50\%$ and:

H_1: $\mu < 50\%$

This is a one-tail test to be conducted at a significance level of 0.05 (or 95%) level of confidence.

From Table 4.3, out of the 44 respondents, 38 tend to believe that the project is important (though 7 of these are neutral, but since we are interested in only two directions, they are considered to be in agreement). Thus: proportion agreeing, $p = 38/44 \approx 0.86$, $\rightarrow q = 0.14$

In this testing therefore:

$P = 0.86$, $q = 0.14$, $\pi = 0.5$. Standard error of the mean, $\delta_p = \overline{\sqrt{pq}}/n = \sqrt{0.86x0.14/0.5} = 0.24$

The z-score is given by:

$$Z = \frac{p - \pi}{\delta_p} = \frac{0.86 - 0.5}{0.24} = 1.5$$

Testing at a significance level of 0.05 for a one-tail test, the table value of z is 1.65. Since the calculated value is lower than table value of z at a significance level of 0.05, the null hypothesis is accepted. Thus, the stakeholders in the project consider it as important.

The farmers were also asked to specify alternative economic activities they would engage in if the project did not exist. They gave the following economic activities.

Table 4.4: Alternative Economic Activities

Economic activity	Number of people (n=44)	Percentage
Keep livestock	40	90.9
Sell *miraa*	28	63.6
Start a shop	12	27.3
Seek employment	16	36.4
Engage in livestock business	24	54.5

From Table 4.4, it is observed that majority of the farmers would engage in livestock rearing as the main economic activity if the project did not exist. It was further established that as much as the farmers were engaged in Lagedera Farmers Group project, all of them also practiced individual livestock rearing of their own. This therefore implies that, in the absence of the project, the farmers would direct all their energy to livestock rearing, their main economic stay. Other economic activities that the farmers would have been involved in include trading in *miraa*, a drug commonly used by locals in Garissa, while others would start a shop, others would seek employment while a considerable number would also engage in the business of selling livestock.

Given the fluid nature of businesses, it is most likely that most of these farmers would end up with just their main economic activity – livestock rearing. The project therefore acts like the main alternative to livestock rearing, without which other alternative engagements are difficult to start given the requirements for starting a business may not be easy to come by, for instance, the starting capital.

The farmers were also asked to explain how the returns from the project sustain their daily requirements. The study found that the members of Lagdera Farmers Group sustained their daily requirements from the project in a number of ways, including through consuming the products from the project farms, by selling the products from the farm, by working for other members in the project and through consuming some of the products and selling some of them. These sentiments are presented in the following table 4.5.

Table 4.5: How the Farmers Utilize Project Products

Product utilization	Number of people (n=44)	Percentage
Direct consumption only	15	34.1
Sale of products only	12	27.3
Working for pay in the project	19	43.2
Consumption and sale of project products	42	95.5

From Table 4.5, it is clear that majority (95.5% of the farmers consumed some of their products and sold some of it. In this sense, the project was both a source of income as well as a source of food. A few of the farmers 34.1%) used the products from the farm for consumption only while an even smaller proportion (27.3%) used products from the project as a source of income only. However, it is highly likely that these respondents consumed and sold some of their products since nearly all of them indicated so, though they also indicated one of the two. Further, the project acted as a source of income to the farmers since some of them also worked in the project and got paid for their work.

Data regarding farmers' perception of the project shows that the majority of the farmers highly regards the project, and therefore have a positive perception of the project. This particular situation was found to be prevailing in the current period only. Other projects undertaken in the previous did not evoke as much enthusiasm as the current situation. Due to the positive perception of the project by the members, the current activities were found to have been existing for the last three years, with little signs of failure. This implies that the project has been sustained for the last three years due to the positive perception of the project owners towards it. It therefore shows that stakeholders' perception of a project influences project sustainability, thereby agreeing with the null hypothesis.

4.4 Leaders' Capacity to Influence Sustainability Practice

The second hypothesis was: Leaders of community based organizations have the capacity to influence members' sustainability practice. To verify this hypothesis, leaders were asked a series of questions including a description of the processes through which Lagdera Farmers Group has been implementing the objectives of the project, whether they think that members of Lagdera Farmers Group carried out sustainability practice and if so, a description of the sustainability practices the farmers carried out. The leaders were also asked to describe the roles that they play that could affect sustainability of sponsored projects after the sponsors have withdrawn, as well as the role played by the rest of the members. Responses to these questions are provided in the following series of tables.

Table 4.6: Process of Implementation of Objectives

Action	Number of respondents (n=16	%
Dividing the farm into sections	14	88
Elect leaders in charge of each of the sections	12	75
Dividing the farm into group and individual ownership	15	94
Decide on crop for group farms	11	69
Organize for seeds of previously agreed crop	9	56
Individuals decide how to use their sections	15	94
Select sections of the farm for livestock rearing	16	100

As indicated in Table 4.6, the farmers' leaders were quite conversant with the processes they used to implement project activities. As seen from the table, 88% of respondents remembered that the entire Lagdera farm was divided into sections and farmers divided into groups to take care of each section, and a leader elected to organize group activities (as stated by 75% of the respondents). The sections were further divided into two parts, one for the group and the other for individual farmers, as stated by 94% of respondents. A similar proportion of respondents agreed that individual farmers decided on how to utilize their sections of farms while 69% stated that group members decided on the particular to be planted in the group farms. However, 56% of the respondents stated that the use of group farms was planned in advance, and what the group decided on was only the source of the seeds or seedlings of the crop. All leaders (100%) agreed that some sections of the farm, both individual and group, were usually set aside for keeping livestock. It was found that livestock lived symbiotically with the plants as animals provided manure while at the same time they fed on plant wastes. In general, therefore, all leaders were conversant with procedures followed by group and individuals in implementing farm objectives.

With respect to whether the leaders thought that members carried out sustainability practice, all respondents responded in the affirmative. However, they were not always successful in achieving project sustainability. Various activities were identified as parts of the sustainability practices performed by the farmers. These views are depicted in the following table 4.7.

Table 4.7: Farmers' Sustainability Practices

Sustainability practice	Number of respondents (n=16)	%
Seeking new donors for the same project	8	50
Using project return as sources of income	12	75
Sourcing new seeds from the harvest	9	56
Avoiding hired labour by using own labour	12	75
Dedication to ones work	7	44

According to information from table 4.7, 75% of the leaders stated that farmers used project returns as a source of income. A similar proportion stated that farmers avoided hiring labour and instead worked personally as a means of ensuring project sustainability. This was necessitated by the fact that donors usually provided funds which were at times used for mechanized labour, and also provided vital farm inputs like new seeds. With the withdrawal of donor funding, farmers therefore used own labour, while at the same time sold some of their products for income. It was also found that farmers sourced new seeds from what had been harvested, as identified by 56% of the respondents. This helped them save on money they would have used to purchase the same. Thus, this helped them sustain project activities after withdrawal of donor support. Half (50%) of the

respondents stated that the group as whole sought new donors following withdrawal of previously existing donors. Finally, 44% of the respondents stated that they ensured project sustainability by being dedicated to their work. Through these efforts, the farmers practised sustainability practice.

The second hypothesis on which the results in Table 4.7 are based was that: Leaders of community based organizations have the capacity to influence members' sustainability practice. According to the table, five aspects of sustainability practices were identified. For the hypothesis to be true, the mean number of respondents agreeing with each of the sustainability practices by farmers should be less than half, or 50% of the respondents. The null hypothesis to be tested is therefore:

H_0: $\mu = 0.5$ and

H_1: $\mu < 0.5$

From the study, the mean number of respondents identifying each of the practices is:

$$\text{Mean } (\square) = \frac{8 + 12 + 9 + 12 + 7}{5} = \frac{48}{5} = 9.6 \approx 10$$

The mean proportion (p) of respondents is therefore: $10/16 = 0.625 \approx 0.63$

Hence,

$p = 0.63$ and $q = 1. 0.63 = 0.37$, $\pi = 0.5$

$\delta = \sqrt{pq/n} = 0.63 \times 0.37/16 = 0.12$

$$z = \frac{0.63 - 0.5}{0.12} = 1.08$$

For a one-tail test at .05 level of significance, the critical value of z-score is 1.65. Since calculated value is less than critical value, we do not reject the null hypothesis. Thus, the farmers perform sustainability practices as guided by their leaders. Thus we uphold the null hypothesis.

On their part, the leaders said that they mainly helped the farmers source the items they needed to get as a group. This included hiring of a tractor for communal farming, sourcing for means of transport to take products to the market in town, seeking markets collectively and any other activity that required group work. On their part, the farmers contributed to sustainability practice by personal initiatives on their work, and responding to leaders' instructions concerning communal activities.

From the foregoing analysis, it can be concluded that the null hypothesis which stated that community based organizations have influence on participants' sustainability practice, is true. This is because the studied organization the leaders of Lagdera Farmers Group were able to instil some form of sustainability practices among the members of the group. The farmers indicated the kind of sustainability practices that they carried out, all of which were directed by the leaders of their organizations. Thus, community based organizations have influence on members' sustainability practice.

4.5 Influence of Project Managers on Project Sustainability

The third hypothesis was: Project managers have influence on sustainability of community based projects. The study found that the structure of Lagdera Farmers Group

did not have a position of manager. The leadership structure was quite simplified, with leaders available at just one main level, followed with appointment of individuals into specific responsibilities given to various individuals according to their specializations. The farmers were divided into smaller groups depending on the section of the farm on which ones portion of land was located. Each section identified its own leader. These section leaders were then incorporated into the main leadership committee that was responsible for running the entire project. As such, the project did not have specific people designated as project managers as they viewed their leaders as part of them, owning sections of the farm like everybody else, and performed all activities just like the rest of the farmers.

Although from the researcher's point of view the leaders could actually be classified as the farm managers, the farmers did not seem to like such reference to their leaders during group discussions as they seemed to regard managers as specific experts outside the project membership whose main duty would be to supervise the farmers' activities. The farmers thus stated that they did not have managers within their group, but accepted that various sponsoring organizations came up with their own managers whenever such organizations sponsored them. The performance of these managers was then explored from the point of view of the farmers.

To start with, the farmers identified a number of organizations that had sponsored them in the previous years, including the organization that sponsored them at the time of this study. It was found that over the years, Lagdera Farmers' Group has had various donors

sponsoring their activities, some of whom donated to them water pumps that are in use to this date. The list of previous sponsors, the period of their and the specific activity they helped farmers to perform are depicted in the following Table 4.8.

Table 4.8: Previous Donors to Lagdera Farmers' Group

Year	Sponsoring body	Activity
1995-96	NORAD	Clearing part of the farm for cultivation
	UNDP	Donated water pumps for irrigation
1988	UNDP	Provided capacity building on pump maintenance
2003-05	DANIDA	Donated a tractor for cultivation for the period
2008	USAID	Donated funds to dig water channels for irrigation
2010	UNDP	Organized capacity building of farmers on farm practices, payment of facilitators' fees
2011	Africa Source of Help	Capacity building on various aspects of farm practices, including marketing, advocacy, joint ventures etc
2011-12	Action Aid	Provided seedlings for specific crops, payment of facilitators' fees
2013	USAID	Funded the cementing of irrigation channels. Activity in progress at time of study

From Table 4.8, it observed that Lagdera Farmers' Group has had many different sponsors at various times during the period over which the group has existed as a formal and registered group. It has had sponsorship from NORAD, UNDP, DANIDA, USAID, Africa Source of Help and Action aid. Each of these bodies had a project manager, according to the farmers. The project manager was described as the person from the sponsoring organization that acted as the main link between the farmers and the

organization. This was the person who visited the farmers regularly to check on the progress of the activity the group sponsored. It is important to note that the classification as project manager was the perception of the farmers, and this may not actually have been the designation of the sponsors' field officers.

From the farmers' point of view, project managers from sponsoring bodies visited them in the field to ensure that projects ran according to the sponsor's requirements. Those who donated pumps frequently visited the field to ensure that the pumps were working normally, provided capacity for maintenance of the pumps and repaired them in case of a breakdown. Eventually, the entire maintenance was left to the farmers when the sponsors' time elapsed. Others visited the farm to observe how farmers implemented what they had been taught in various capacity building workshops and so on.

It was clear that all the organizations that interacted with the farmers were for the continued benefits to the farmers as they were usually positive about the project. Further, it was found that the funding bodies, through their field officers whom the farmers referred to as managers (which may have been true or not), were always concerned about the future of the project after the sponsorship period (thus, project sustainability). For instance, UNDP ensured that a number of farmers were capacity built to maintain the water pumps that they donated. They ensured this by sponsoring a maintenance course to selected group of farmers who were keen to maintain the pumps. A few of them were later appointed to be in charge of pump maintenance to this day, an activity that they have been doing quite well, according to the farmers. External specialists have only been

called upon for major breakdowns that have been rare anyway. DANIDA always checked on the condition of the tractor they had donated, and provided maintenance services whenever required. Other donors like Africa Source of Help sourced specific professionals to provide capacity building of the farmers to ensure that the farmers were able to perform specific farm activities on their own without incurring much expense. For instance, Africa Source of Help paid for specialists to help farmers identify some of the most common plant and livestock pests and diseases and match them with the countering drugs. This was to ensure that the farmers could treat their own crops or livestock by first identifying the source of any ailment, then buying and applying the countering mechanism such as pesticides, acaricides or other such like countering measures. All these were aimed at ensuring that, in the absence of the sponsoring bodies or their experts, the farmers could continue with what the sponsors had earlier started.

From the foregoing, two things are clear: That Lagdera farmers Group did not consider their leaders as managers but as one of their own since they were selected among the farmers, and did all activities that the farmers were involved in. Also, that the managers seconded by sponsoring bodies (as viewed by the farmers, whether they had this title or not), always looked forward to a time when their organization would no longer be available to provide the services they were providing at the time. They aimed at transferring their skills to the farmers and therefore ensure that the farmers could carry on with the activities started even when the sponsors withdrew. Therefore, it is clear that the funding bodies ensured sustainability of the activities they started, through their field officers or project managers as they were viewed by the farmers. The field officers

influenced sustainability of project activities and therefore had a positive influence on the project operations beyond the present. Thus, the null hypothesis, which stated that Project managers have influence on sustainability of community based projects, is accepted.

4.6 Influence of External Environment on Project Sustainability

The fourth and final hypothesis was: External environment has influence on project sustainability. The external players that were of concern in this study were local politicians, NGOs or donors, international organizations and the government. The study found that each of these had some influences on the project sustainability. The study found that local politics and politicians played specific roles during project implementation. Since implementation determines the end result of a project, this has a role on project sustainability. The role of local politics and politicians are illustrated in the following Table 4.9.

Table 4.9: Influence of Local Politics on Project Implementation and Sustainability

Parameter considered	Role of politics	Number of respondents (n=44)	%
Election of group leaders	No role	7	16
	Local councillor proposed candidate to be chairman	11	25
	Local councillors advice members on whom to elect	26	59
Mobilization of external resources	Local MPs approached for assistance in needed resources	39	89
	Payment for hired labour for manual work e.g. field clearing	29	66
Provision of needed resources	Personal donation by local leaders	33	75
	Allocation of LATF	24	55
	Allocation of CDF	20	46
Seeking of donor funds	Advice leaders on whom to approach for funding purposes	31	71
	Personal involvement in seeking potential donors	16	36
	Payment of funding proposal specialist	17	39

From Table 4.9, it is evident that local politics and politicians played some roles in project implementation. The study found that politicians played major roles in providing resources for project implementation. Of all the positive roles played by politicians, provision of needed resources was the greatest of them. This sentiment was identified by 88.6% of respondents. The study found that local politicians were usually approached so that they either assist in providing a needed resource, or seek potential donors on behalf of members of Lagdera Farmers Group. In many cases, the donors were found and they actually provided what was being sought. However, the assets were usually run down in a short while as a result of competition for the resource. In many cases, the donated resources were miss-handled, probably because nobody felt the pinch when the asset was

being purchased. Other roles played by local politics were payment for the person who wrote funding proposals for the group, seeking the right funding bodies, payment for hired labour, in which case local politicians paid for workers who had been hired to perform communal duties such as clearing part of the land before subdivision between various individuals, advice on the right person to elect as chairman, and so on.

The hypothesis on which the result of Table 4.9 is based stated that: External environment has influence on project sustainability. For this hypothesis to be true and therefore accepted, the mean proportion of respondents indicating some external influence should be higher than half of the respondents. In other words, the proportion of respondents indicating that there were actions by external stakeholders that influenced project sustainability should be 50% or more. The null hypothesis to be tested is therefore that:

H_0: $\mu = 50\%$, or H_0: $\mu = 0.5$ and:

H_1: $\mu < 50\%$ or H_1: $\mu < 0.5$

This is a one-tail test, and it will be tested at the 95% level of confidence. From the table, the mean number of respondents who were of the opinion that external stakeholders had some influence on project sustainability was as follows:

$$\square = \frac{11 + 26 + 39 + 29 + 33 + 24 + 20 + 31 + 16 + 17}{10} = \frac{246}{10} = 24.6 \approx 25$$

The mean proportion (p) of these respondents is: $p = 25/44 = 0.568 \approx 0.57$, hence $q = .43$.

The z-score is given by: $\delta_p = \sqrt{pq/n} = 0.57 \times 0.43/44 = 0.07$

From where:

$$z = \frac{p-\pi}{\delta_p} = \frac{0.57 - 0.5}{0.07} = \frac{0.07}{0.07} = 1.0$$

From tables, at a significance level of .05 for one tail test, z = 1.65. Since calculated value is less than table value, we accept the null hypothesis. This therefore implies that the external environment has influence on project members' actions towards project sustainability.

The only instance in which local politicians can be said to have been a liability to members of Lagdera Farmers Group, according to Table 4.9, is the assertion that politicians had preferred candidates whom they supported during leaders' elections. This factor was expressed by 25% of the leaders studied. A further 15.9% stated that politicians played no role in group activities. Since the proportion of respondents expressing these sentiments was relatively low, it implies that local politicians are assets to the group rather than a liability.

Another group of external players found to be interacting with Lagdera Farmers Group was local non-governmental organizations (NGOs) and international organizations (the donors). Donors were found to play a very significant role in the implementation of the activities of Lagdera Farmers Group. They acted as sources of funds, necessary resources and at times they provided technical assistance or expertise to the farmers. The following

Table 4.10 represents the various roles played by NGOs as expressed by the leaders interviewed.

Table 4.10: The Role of NGOs in Project Implementation

Role of NGOs	Respondent proportion				
	Former leaders (n=7)		Current leaders (n=9)		
	No.	%	No.	%	Average %
Paying for communal activities	4	57	5	56	56.4
Provision of capital assets	6	86	9	100	93.9
Provision of technical assistance to farmers	5	71	5	56	63.5
Facilitating farmers' meetings	6	86	8	89	87.3
Provision of meeting venues for farmers	4	57	5	56	56.4
Organizing workshops to sensitize farmers	5	71	7	78	74.6

From Table 4.10, it is evident that non-governmental organizations worked closely with farmers to improve their capacity. This was done through provision of various items ranging from payment of wages for labourers performing activities that were beneficial to all members such as clearing of the land and preparing water channels, provision of capital assets to organizing workshops. According to Table 4.10, provision of capital assets was the most important role that the NGOs performed for Lagdera Farmers Group project. This sentiment was identified by all the current leaders, and 85.7% of the former leaders, with an average response of 93.9%. The study found that, as much as the project needed a means of pumping water from the river bed to ground surface level and down

the channels prepared, the group did not have a means of purchasing the mechanism, and therefore approached NGOs for assistance in purchasing it.

The next key role of NGOs was facilitation of farmers' meetings and workshops. This role was identified by 87.3% of respondents on average. The study found that farmers engaged professionals to build their capacity in various farm practices. They then approached NGOs to facilitate such functions through payment of facilitation fees to the facilitators, as well as other necessary payments. Other roles performed by NGOs include provision of technical assistance to farmers, identified by 63.5% of the respondents on average, and provision of venues for farmers meetings, a factor identified by 56.4% of respondents on average.

According to Table 4.10, the average proportion of respondents aware of the role of NGOs is:

$$\frac{56.4 + 93.9 + 63.5 + 87.3 + 56.4 + 74.6}{6} = \frac{432.1}{6} = 72\% = 0.72.$$

The null and alternative hypotheses are:

H_0: $\mu = 0.5$ and:

H_1: $\mu < 0.5$

$P = 0.72$, implying that $q = 0.28$. From the statement of the null hypothesis, $\pi = 0.5$.

Hence:

$$\delta_p = \sqrt{pq/n} = \sqrt{0.72 \times 0.28 / 16} = 0.11$$

$$z = \frac{p - \pi}{\delta_p} = \frac{0.72 - 0.5}{0.11} = \frac{0.22}{0.11} = 2.0$$

From tables, the value of z-score for one-tail test at .05 level of confidence is 1.65. Since the calculated value is greater than table value, the null hypothesis is rejected. This then implies that, as much as external environment may have some effect on project sustainability, it is not as effective in influencing project sustainability as the other variables discussed. Thus, external environment has little influence on project sustainability.

The other stakeholder that Lagdera Farmers Group interacted with was government agents. The government came into contact with members of Lagdera Farmers Grouping various forms. The main method of interaction with the government was through government agricultural officers who provided services to the farmers. These included veterinary officers who advised farmers on the right methods of performing specific activities. In some occasions, farmers interacted with the government through its officers in charge of government agricultural offices who provided tractor hiring services for ploughing. At other times, crop specialists took crop samples from the farm for testing to identify any form of crop diseases that attacked crops in Lagdera Farmers Group farm.

From the foregoing, it is evident that the interaction between the government and members of Lagdera Farmers Group was mainly that of professional advice. In this respect, government specialists were engaged to help improve the level of production by preventing or eradicating both animal and plant pests and diseases. This action improved the yield in both plants and animals, thereby encouraging farmers to work towards the project's continued existence. In effect, due cooperation between members of the group

project, there was improvement in yields of both plants and animals, thus improving the implementation of project objectives. These findings are in agreement with the statement of the fourth null hypothesis, which stated that external players have influence on project sustainability. Thus, the null hypothesis is accepted.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the research findings, discusses them and draws conclusions based on the findings. The chapter also provides recommendations both on policy as well as on further research that need to be carried out in order to make specific conclusions about implementation of community based projects. The chapter starts by enumerating the study findings then provides the conclusion of the study, based on the findings. It then provides both policy recommendations and recommendations for further research as the final section.

5.2 Summary and Discussion of Findings

Members of Lagdera Farmers Group regard the project very highly. Most of them consider the project as being very important as it complements their main economic activity, cattle rearing. In the absence of the project, their net economic income would be lowered. They therefore perceive the project positively as it provides them with both income and daily food requirements. This finding is consistent with that of Hodgets (1984), who avers that the perception of an object depends on the object, the beholder and the environment. For the case of Lagdera Farmers' Group, the fact that the project complements their income form other activities makes them regard the project quite highly.

Members of Lagdera Farmers Group use the returns in from the project both for domestic consumption as well as by selling them for cash. Besides, some of the farmers also derived income from the project activities by providing labour to other farmers and thereby getting direct income. Very few of the farmers only consume the products while a similar proportion only consumed the products.

Most farmers work hard towards sustaining the project for as long as possible. They had many positive issues regarding the continued existence of the project, an indication that the farmers had a very positive perception of the project a factor that contributed to its sustainability for the last three years. According to Prapatpaow & Ogunlana (2002), perceptions influence decision making. Therefore, the positive perception of stakeholders greatly influenced sustainability practices by the farmers, which in turn helped sustain the project even after withdrawal of funding bodies.

Leaders of Lagdera Farmers Group are quite effective in their duties as they direct most of the activities performed by the group. The leaders advise members on how to divide the farm into several sections, elect representatives for each of the sections and decided on the nature of crops to plant in each section, besides helping farmers decide on the section of the farm to be used for livestock rearing. In effect, the leaders are quite effective in discharging their duties and are well aware of what is expected of them. This is consistent with the finding by McKenzie-Mohr (2000), who observes that local organisations and institutions can steer people towards a personal connection to sustainability issues which is not easy to engender in the more impersonal relations

between individual and state (McKenzie-Mohr, 2000); UK Government, 2005). In the case of Lagdera Farmers Group, the local institution is that of leadership, which steers members towards performing actions that are positive to the group objective s a whole. Leaders of Lagdera Farmers Group have the capacity to influence sustainability practices among the members, as indicated by their ability to direct group members to perform what is required of the farmers. Members of the group performed sustainability practices through personal dedication in their work, by using products from the project as sources of income as well as through seeking new donors of the same or other activities whenever existing donors' time was due to lapse. All these practices were guided by group leaders. Since the leaders were able to influence members to practice what could ensure project sustainability, it follows that through the leaders, organizations are able to influence sustainability practice. This finding is in agreement with that of Franks & Cursworth (1993), who found that the extent to which leaders are able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project.

Members of Lagdera Farmers' Group do not have a position of project managers in their ranks. They have only one level of leadership in which they have representatives of various sections of the farm constituting the farm leadership. This in turn implies that community based organizations are not big enough to demand different leadership levels. However, donor bodies, NGOs and international organizations that interacted with them usually had such positions for their own officers who were responsible for activities of the project.

Lagdera Farmers' Group has had a number of sponsors in the period the project has existed in its formal form. The sponsors assisted them in various ways, including provision of capital assets like water pumps, capacity building of the farmers on various issues as well as funding of various activities relating to the farm. The sponsors were, in most cases, sourced by group leaders in conjunction with other leaders such as local politicians. Implementation of the activities has helped the members perceive the project positively, thereby helping in sustaining the project as members deliberately work towards its sustainability. The leaders' contributions are in accordance to Anschutz (1996), who argued that a community based organization leader has a role in networking with authorities, carrying out education and awareness (among the members), enhance membership behaviour control and engage in community mobilization. Thus, leaders of Lagdera Farmers Group played their role to the required capacity.

Project managers from sponsoring bodies did everything to ensure that the projects remained sustainable after their time in the project elapsed. They ensured this by passing some of their skills to the farmers during capacity building workshops, sponsoring machine maintenance courses to selected groups of farmers as well as continuous visit to the farm even after the sponsorship period had expired. Thus, project managers influenced sustainability practice among the farmers. This influence is quite important as explained by Henecke & Olander (2003), who shows that the influence of external stakeholders are important aspects to consider in a variety of different projects as they play a role in project sustainability. Besides this, Bourne & Walker, (2005) explains that perception of lack of success, or lack of importance, can cause the key stakeholders to

either no longer support the project objectives or actively work against their successful delivery.

A number of external players were found to interact with members of the project, thereby influencing the members in various ways. These included local councillors (currently called county representatives), local members of parliament, as well as various government agencies and representatives. All these players had mainly positive roles in project implementation; with the only negative aspect of these players being that at one time one local councillor had interest in members' elections and went ahead to front one person for election to chairman's position.

Local members of parliament helped the farmers in various issues, including payment of hired resources, provision of some resources needed by the group, personal donation of funds, lobbying for allocation of CDF and LATF funds to the farmers, payment of funding proposal writing specialists as well as personal involvement in seeking potential donors. Other external stakeholders included members of international organizations like DANIDA, UNDP, NORAD and others, whose contribution to the sustainability of the project were quite immense, some of which have already been mentioned. Their contribution towards the sustainability of the project included paying for communal activities, provision of capital assets, provision of technical assistance to farmers, facilitating farmers' meetings, provision of meeting venues for farmers as well as organizing workshops to sensitize farmers. It is observed that the external stakeholders played different functions. This is in agreement with the observation made by Jawahar

and McLaughlin (2001), who observed that at any given time, some stakeholders will be more important than others. In this case, each of the external stakeholder played specific roles and were therefore important at their own levels.

Government agents interact with members of community based projects in various forms, including through interaction with veterinary officers who advise farmers on the right methods of performing specific activities. Other government officers include officers in charge of agricultural services, crop and crop diseases specialists who would advise farmers on the right farming procedures and how to handle crop pests and diseases.

In general, due to the many positive attributes that external players provided to the project, the sustainability of the project greatly increased. These therefore combined to improve the sustainability of projects. Hence, external players have influence on project sustainability.

5.3 Conclusion

From the foregoing, it is evident that Lagdera Farmers Group very many issues affect sustainability of a community based project. These include the members' personal initiatives to ensure that the project succeeds, members' perception of the project as well as the leaders' capacity to influence sustainability practice by project members. Besides, external players also have a role to play towards sustainability of a project. In general, if the sustainability variables are mostly positive, community based projects are likely to be sustained for long periods. However, it is important that members of the project have a positive attitude towards the project so that they make personal and individual efforts to

ensure that the project continues as much as possible. This implies that, apart from all the other players who may influence sustainability of a project, the perception and therefore action by the projects' membership is the most crucial as members are the main entities directly involved in changing the situation of their project. Thus, members must work towards sustainability of their own project before other players come in to give a hand.

5.4 Recommendations

On the strength of the main findings and conclusions outlined in the previous sections, a number of recommendations are made, aimed at enforcing the activities that enhance project sustainability of projects. The recommendations are provided below:

Donor bodies, whether NGOs or other international bodies, should always strive to ensure that such projects are useful to the project owners before the sponsors' time in the project elapses. Projects whose outcomes are useful to the owners encourages the owners to work extra hard to ensure that the projects continues beyond the duration of donor support, thus sustainable. Projects whose returns are not so visible to the owners do not encourage the members to try to sustain them.

Leaders of community based projects should always try to convince project owners to have a positive attitude towards projects to ensure success of the projects. A positive attitude leads to positive perception, which then leads members to do their best to ensure that the project succeeds due to their belief in the project. Positive perception of a project would ensure its sustainability.

Leaders of community based projects should always participate in sustainability practices themselves so that their subordinates can easily follow their example. Lagdera Farmers' Group project was successful and sustainable due to the leaders' initiatives and their personal involvement to ensure that they played their part in sustainability practice.

Community based organizations should strive to maintain whatever asset is provided or donated to the by any kind of donor bodies. Lagdera Farmers' Group project was able to attract donors from time to time since the project was able to maintain some of the assets donated to them by various donors. Donors who were sought later could find some of the assets earlier donated by themselves or other donors still in use, a situation that convinced the donors about the seriousness of the group leadership.

Leaders seconded by donor bodies to community based projects to help run the project should transfer some of their skills to some of the members of the group or, where this is not possible, provide capacity building avenues to transfer skills to project owners so that they can run the project effectively when the sponsoring time expires. In this way, the skilled people among the project owners would ensure that the project remains sustainable even after sponsors have withdrawn.

External players including local politicians should be incorporated in community based organizations. Such group of people would be useful in the project when the project needs people to approach potential donors or even when specific issues need influential people to find. For instance, such leaders are useful in helping members identify potential

donors to be approached for assistance, or people to source funds from public financing bodies like CDF and LATF funds.

Any financial or asset assistance provided to community based projects should have some aspect of capacity building to the project members. This would ensure that there is skills transfer either from the donor bodies or from specialists in the field so that the skilled people within the group can take over the activities previously performed by leaders seconded by the donor bodies.

Government officers should regularly visit community based projects to ensure that there as minimum wrangles as much as possible. Such visits can be in the form of provision of communal services such as provision of agricultural advice or other activities like treating farm animals of pests. Establishment of a rapport with members of such groups can help unearth any simmering rift among the members before they occur, since such rifts would discourage sustainability practice among the members.

Recommendations for Further Research

This study was conducted within only one project in one location. As much as the project had a large number of people associated with it, the scope of the study was not large enough to justify generalization of the findings to other community based projects in other settings. Whatever was suitable for the studied respondents may not necessarily be true of other respondents in a different setting or background. As such, it is recommended that similar studies on sustainability of community based projects should be conducted in various other backgrounds and in different settings in order to enable generalization of

results. Related findings would then be countered using similar strategies, or reinforced for maximum effect if positive. For different findings, strategies to eradicate them or reinforce them would be developed depending on the requirement of various places, with the end result being to ensure sustainability of community based projects.

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Appendix I: Transmittal Letter

Elijah Muasya Muteto
P.O. Box 395,
Makueni.

Thro'
Department of Extra Mural Studies
Garissa, Extra Mural Centre
P O Box 30197
Nairobi.

Dear Respondent

RE: RESEARCH QUESTIONAIRE

I am a postgraduate student at the University of Nairobi, attached to Garissa Extra Mural Centre. I am carrying out a research on **"**factors influencing sustainability of community based projects: a study of Lagdera Farmers group, Garissa county, Kenya**."** I therefore request you to help me acquire the right information that can lead to a successful study of the topic. All information provided will be treated with a high degree of confidentiality, and will not be put to any other use apart from for the purpose of this study only. Thank you in advance, for your cooperation in the study.

Yours Sincerely,

Elijah Muasya Muteto

Appendix II: Farmers Focused Group Discussion Guide

1. When was Lagdera Farmers Group started?
2. What are the objectives Farmers Group started?
3. What activities does Lagdera Farmers Group involve itself with?
4. (a) Have you ever been sponsored to undertake any activity within your organization?

   Yes ☐ No ☐

   (b) If your response in (a) above is "Yes", identify the nature of activities your group had been sponsored to perform, the time of each activity and the sponsoring body.

Year	**Activity**	**Sponsoring body**

5. What level of importance would you say you attach to the group's activities?

   Very important ☐ Important ☐ Neither important nor unimportant ☐

   Important to a small extent ☐ Not important at all ☐

6. Suppose you did not have this project, what alternative activity would you engage in to attain the same things you get from this project? Keep livestock ☐ Sell miraa ☐

   Start a shop ☐ Seek employment ☐ Engage in livestock business ☐

7. How do the returns from the project sustain you in your daily requirements?

   By eating products from project ☐ selling products to buy food ☐

I work for others in project and get paid ☐ Eat products and sell some ☐

8. Whenever you have donors supporting your groups' activities, what mechanisms do you put in place to ensure that the activities continue benefiting you when the sponsors withdraw?
9. What role do members of Lagdera Farmers Group play in the implementation of project objectives?
10. What are your views regarding the way your leaders have been playing their roles whenever you have a sponsored activity?
11. How do you pick the people to lead you?
12. Are there external people who influence the kind of people you select to lead you?
13. (a) Does the nature of the leadership of leaders in charge of sponsored activities have any influence on the period over which sponsored activities remain viable?

    Yes ☐ No ☐

    (b) If the response above is "yes", what influence does the nature of leadership have on the sustainability of project activities?
14. (a) Describe the nature of relationship between activity leaders and the farmers

    (b) What effect does the relationship described above have on sustainability of sponsored activities after sponsors have withdrawn?
15. (a) Are there any ways in which external people influence the activities of Lagdera Farmers Group? Yes ☐ No ☐

    (b) If "Yes" in (a), describe the people and the nature of their influence on your activities.
16. From your experience in your project, what other issues do you think affect the sustainability of project activities after withdrawal of support?

Appendix III: Interview Schedule for Leaders

1. When was Lagdera Farmers Group started?
2. For how long have you been a leader in Lagdera Farmers Group?
3. describe the processes that Lagdera Farmers Group uses to pick its leaders
4. What are the objectives Lagdera Farmers Group?
5. What activities does Lagdera Farmers Group involve itself with?
6. Describe the processes through which Lagdera Farmers Group has been implementing the objectives of the project
7. Do you think you carry out any sustainability practice in the course of your activities in the farm?

   (b) If your response in (a) above is "Yes", describe the nature of sustainability practices you and your group perform.
8. What role do leaders of Lagdera Farmers Group play that can affect sustainability of sponsored projects after the sponsors have withdrawn?
9. What role do members of Lagdera Farmers Group play that can affect sustainability of sponsored projects after the sponsors have withdrawn?
10. How do you think the members of Lagdera Farmers Group rate importance of sponsored activities?
11. How does the Lagdera Farmers Group project help its members attain their daily requirements?
12. (a) What is the role of Lagdera Farmers Group leadership in the implementation of project activities?

(b) Do you believe that you and other leaders have been successful in playing the role you have just described?

13. What problems do you encounter when sponsors of a functioning activity withdraw from sponsoring the activity?
14. Describe the nature of relationship between activity leadership and the members of the project

(b) What effect does the relationship described above have on project sustainability after sponsors have withdrawn?

15. identify the various activities that your group has been sponsored to perform in the previous periods, according to the following Table:

Year	**Activity**	**Sponsoring body**

16. In your own view, why do you think community based projects fail after sponsors have withdrawn their support?
17. What do you think should be done to ensure that community based projects do not fail soon after sponsors have withdrawn?

Appendix IV: Donors and NGO Questionnaire

This questionnaire is meant to assist the researcher collect information on the topic **"**factors influencing sustainability of community based projects: a study of Lagdera Farmers group, Garissa county, Kenya**."** Information provided will be used purely for the purpose of this study, and will be handled with utmost confidentiality. Please respond to the questions and statements as sincerely as you can, by filling in the blank spaces or ticking the alternative corresponding to the most appropriate response.

Section A: Background Information

Name of your organization: _____

Your position in the organization: _____

Your duration of work in the organization: _____

Your sex: Male ☐ Female ☐

Section B: Questions on First Objective

1. What are the main objectives of your organization? _____
2. It is understood that you have been assisting some of the local organizations in some of their activities that improve their welfare. Identify some of the organizations that your organization has offered some assistance to. _____

   _____
3. What are your experiences with regard to sustainability of project activities after your organization's sponsorship period expires? Projects stall immediately ☐ They run for a short while then stall ☐ They continue normally ☐ They prosper ☐

4. (a) Lagdera Farmers Group is one of the community based organizations in the locality that deal with the improvement of members' welfare. Have you ever assisted this organization in any way? Yes ☐ No ☐

   (b) If your response above is "Yes", in which ways has your organization assisted the group?

   By providing equipments ☐ By providing technical assistance ☐

   By capacity building them ☐ By providing funds ☐

   By giving seeds ☐ others (specify) _____

5. Is there any link between project owner's perception of the project and sustainability of the project? Yes ☐ No ☐

   (b) If yes in (a) above, what is the link? (Choose all you agree with from the following)

   People with positive perception of a project make efforts to maintain it ☐

   People with negative perception of projects do not value the project ☐

   People with little regard for the project do not put their time on project activities ☐

   People who hope to benefit from projects give it some time, but not much ☐

   People benefiting from a project perceive it positively and work to sustain it ☐

Section C: Questions on Second Objective

6. Do you consider community based organizations to have capacity to influence sustainability practice among its members? Yes ☐ No ☐

   Explain your response in (a) above. _____

   _____

   _____

7. How do you ensure that the activities you initiate continue operating after your period expires in the assisted organization or group? By transferring skills to some members

By leaving a few technical staff ☐ By providing funds ☐

By continuous advisory visits ☐ By periodic technical assistance ☐

8. How successful have you been in ensuring that activities you initiate continue running after your organization's departure? Very successful ☐ Fairly successful ☐

Successful to a very small extent ☐ Not successful ☐

Section D: Questions on Third Objective

9. What role do you consider the leaders of project activities play in sustainability of activities you initiate for community organizations? Lead members in running the projects ☐

They misuse project assets ☐ Organize sharing of project assets ☐

Advice members on correct practices ☐ Organize project activities ☐

10. What, in your view, contributes to the failure of sponsored community projects soon after the sponsors have withdrawn? Poor leadership ☐ Misuse of project assets ☐

Misuse of project funds ☐ lack of technical skills ☐

11. What do you think should be done in order to ensure that community based projects remain sustainable even after sponsoring bodies have withdrawn their support?

Transfer skills to some members ☐ Keep technical staff at project ☐

Keep a good record of project assets ☐ Elect leaders with integrity ☐

Keep all assets under lock and key ☐ Keep close contact with sponsoring bodies ☐

Ensure strict supervision of members ☐

Section E: Questions on Fourth Objective

12. What influence do you and other external players have on project sustainability?

Donor support increases project sustainability ☐

Technical assistance offered by external players increases project sustainability ☐

Absence of external supervision increases vandalism of project assets, hence lower sustainability ☐

External players provide assurance of project success, their absence discourages it ☐

External players presence increase members participation, hence higher chances of sustainability ☐

13. The following statements are an expression of various aspects of community based projects. Besides each of the statements is a five point scale. Select the one that best describes your feelings by placing a tick (✓) in the column corresponding to the statement, where:

SA = Strongly Agree, **A** = Agree, **U** = Undecided, **D** = Disagree and **SD** = Strongly Disagree.

S/No.	**Statements**	**Choices**				
		SA	**A**	**U**	**D**	**SD**
1.	Member's belief in a project makes them work towards the project's success					
2.	Negative perception of a project by stakeholders leads to project failure					
3.	Most members of community based projects have positive perception of the project					
4.	Most community based projects undertake sustainability practice					
5.	Leaders of community based projects influence projects' success					
6.	Leaders of community based projects influence projects' sustainability					
7.	Community based projects fail due to lack of leadership skills					
8.	Project managers have high influence on project sustainability after withdrawal of donor support					
9.	Community based projects fail due to misuse of project assets					
10.	Leaders of community based projects should undertake leadership courses					
11.	External players have little role on project sustainability					
12.	Funding bodies should always have a technical person to run the projects even after expiry of the funding period					