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**Organizational Review Systems and Sustainability of Community  
Development Projects; A Case Study of Hospitals in Nairobi  
County, Kenya**



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## **Organizational Review Systems and Sustainability of Community Development Projects; A Case Study of Hospitals in Nairobi County, Kenya**

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### **Abstract**

**Purpose:** There has been a long debate on the relationship between organizational review systems and sustainability of community development projects. This study focused on organizational review systems and sustainability of community development projects; a case study of hospitals in Nairobi County, Kenya. The study specifically assessed the effects of assessment meetings, multi-stakeholder dialogue workshops and review sessions on community development hospitals projects' sustainability in Nairobi County. The study was anchored on theory of Change and Freirean Theory of Dialogue and Society.

**Methodology:** The study employed descriptive survey design which combined both quantitative and qualitative methods. The target population of this study was 3600 respondents. Yamane (1967) formula was applied to sampled 360 respondents consisting of 15 Project Steering Committee (PSC) Members, 15 Project Coordinators and 15 Heads of Departments in charge of health projects from 8 hospitals in Nairobi County. Construct and content validity of the instruments was ascertained through counterchecking by the supervisors while the reliability of the instruments was ascertained through test retests method. Quantitative data was analyzed and presented in frequency distribution tables, pie charts and bar graphs (SPSS version 25). Qualitative data was analyzed thematically according to each research questions and presented in a narrative form.

**Findings:** Findings revealed that assessment meetings in community development hospitals projects in Nairobi County gives the foundation on effective measures both substantive and operation to improve the project design, manner of implementation and quality of results for the sustainability of community development hospitals projects. Multi-stakeholder dialogue workshops were found to be assisting in the perfection of practices and provide a platform for liability so as to ascertain whether the objectives have been achieved for the sustainability of

the community development projects. Review sessions assists influence project sustainability in that it ensures that project results at the levels of impact, outcome, output, process along with input can be quantified so as to offer a framework for accountability and in assisting in making informed decision at program and policy levels.

**Unique contributions to theory, practice and policy:** This study recommended that there is need for managers of community development hospitals projects in Nairobi County to establish multi-stakeholder dialogue workshops roles at a departmental level in order to strengthen the consistency of project management across the various community projects. This will improve the project development.

**Key Words:** *Assessment Meetings, Multi-Stakeholder Dialogue Workshops, Review Session and Community Development*

### **Study Background**

According to Project Management Institute (2019), project is a distinctive set of coordinated activities, with distinct beginning and end points, ventured privately or by an organization system review to meet specific objectives within a specific time frame. According to Bamberger and Cheema (2021) organizational review systems on the other hand is the process to collect, organizes, analyze, interpret, and share relevant information to enable the strengthening of the organization. The purpose of organizational review is to enhance organizational success through the development of insight and intelligence about the organization. The sustainability of community development projects is the cornerstone of any development endeavor that cannot be attained in one day because it is a life-long process. The sustainability of funded projects entails continued benefits after significant assistance from donors or sponsors has been completed or withdrawn. It serves as a foundation for development projects in community, and failure to have it leads to wastage of resources and efforts committed to a project (Globerson & Zwikael, 2016). As Holland, Light, & Gibson, (2019) community development projects sustainability measures the growth, maintenance and degradation of resources that affect a community's ability to keep itself. Most of the community development projects in both developing and developed economies are funded by the governments or non-government organizations (NGOs). The success and sustainability of these projects depend on different factors. The most common factors championed by many scholars are mobilization of local resources and community involvement. However, other determinants have not been widely explored, such as project assessment meetings, multi-stakeholder dialogue workshops and review sessions on community development projects' sustainability.

Community project sustainability is one of the most critical challenges for all grassroots, national and international development agencies. Globally, billions of shillings have been spent in communities to enhance the living situation of the people. Aid effectiveness is a growing concern for the donor community. Development practitioners have been focusing on efficient aid delivery to education. The shift from project mode to Sector Wide Approaches, Structural Adjustment measures to Poverty Reduction Strategy Papers<sup>1</sup>, Programmes-based Approaches, Direct Budget Support, Medium-Term Expenditure Frameworks reflect this concern for

reducing the fragmentation of development systems and change the way aid is delivered by shifting the balance of power (Gwadoya, 2018). Different scholars hold distinct opinions regarding the sustainability of community development projects depending on the scope area of their study. In the global context, sustainable development is among the basic objectives of the EU since its inception in the Amsterdam Treaty as the leading objective of the EU policies. Also, it has been included in the political agenda of the EU. The European Union Treaty sets out the EU vision for achieving sustainable development in Europe based on the balanced development in economy and stability in prices of the commodities, a competitive social-economic market, aiming at job creation, and social progress as well as improved security and improving the quality of the environment (Qaiser & Khan, 2018). However, the objectives of Sustainable Development approved in September 2018 provide a policy framework aimed at eradicating poverty, reducing inequality levels, and addressing climate changes. World Bank (2017) revealed that most of the community's development projects cease to operate after the funding organizations withdraw their support.

In most African countries, the sustainability of community development projects through organizational review systems is still lacking. The rationale for organizational review systems at community level systems forms recognition for the sustainability of community development projects (Blair, 2019; Sirker and Cosic, 2018). The sustainability of community development projects obligations is enshrined in most of the African constitutions but they are not followed when implementing these projects. According to Chambers (2020) in 1980's and 1990's lots of projects in Nigeria and Uganda became "white elephants." In Uganda, Lira spinning mill in Northern Uganda and Lake Katwe salt project in the Western Uganda are good examples. These are projects which died a natural death. During this period, official development aid funds for community development projects arose. Too much aid led to aid dependency which was the only source of finance. This was not sustainable because funds were not used to address community problems including reducing poverty. The projects were not owned and sustained by the local population and therefore could not survive beyond the exit of donors despite huge amounts of money spent on implementation of these projects. For example Uganda still exports more than 500,000 metric tons of cotton to all over the world and imports nearly one million tons of textiles to its people. In Kenya community development projects are wide spread in different counties while undertaking different initiatives. An estimated two million people are being positively impacted by community based projects efforts. The focus of community based projects has included interventions in education, water, sanitation, health care, agriculture, spiritual nurture, community capacity building as well as microenterprise development (Kenya National Profile, 2021). Government organs and NGOs in partnership with communities do establish community based development projects. However, the project activities collapse following the phase out of funders support (Ravallion, 2020).

Health facility community based projects are motivated and built around the need to improve health care service delivery and by extension quality of people's lives. Such projects can be supported by strengthening and financing community groups, facilitating community access to information, and promoting an enabling environment through relevant policies, guidelines and



implementation frameworks (Dongier, 2020). Health development project is about organizational review systems in capacity building that enables the county health management team, hospital administration, and community and staff members to identify opportunities and together develop strategies for exploiting these opportunities. As such health projects are aimed at bringing positive change that impact positively to the living standards of the people in the long run. According to World Bank (2018) one of the most critical obstacles in Kenya community development projects is the extent to which the projects are able to persist despite the exit of donors, while the beneficiaries reap dividends, and appreciate their participation and ownership role in the project. Apparently, little evidence indicates that, it is sustainability that makes the difference between success and failure of community-based projects. The concept of sustainability can be seen within time and changing social, economic and political contexts.

Sustainability of projects has been a major problem for many donors funded projects in the Health sector in Kenya. In many cases, donors usually fund health projects in hospitals, 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 government is then expected to run the health project and ensure that the project continues to provide the benefits it was intended to deliver (USAID, 2019). However, sustaining the community health project has been a major problem, especially for hospitals, in which projects start deteriorating soon after the funding organization has withdrawn (World Bank, 2018). Apparently, little evidence indicates that, it is sustainability that makes the difference between success and failure of community-based health projects. This study seeks to establish the influence of organizational review systems and sustainability of community development projects; a case study of hospitals in Nairobi county, Kenya.

### **Statement of the Problem**

Although the concept of sustainability is intuitively recognized, it is difficult to articulate in specific operational terms (Briassoulis, 2021). Projects for community development in the healthcare industry, like those in other industries, are intended to aid in the long-term growth of the organizations. Hospital development programs in Kenya have appeared to operate badly, with many appearing to cease operation quickly after financing is cut off. Even for those with the greatest of intentions, donor-initiated programs frequently fail to function. Health Policy Project Report (2015) estimates that the health sector will spend US\$13,142 million from FY 2013/14 to FY 2017/18 (KSh 1,103 billion). The majority of the expenditure of the health sector, or 43%, will go toward managing and delivering Kenya Essential Package for Health (KEPH) interventions through community. Projects involving health infrastructure, logistics, and human resources for health account for 55% of all health sector project costs, while projects including health information systems, health financing, and governance account for 2% (USAID, 2018). Despite significant advancements in a number of sectors over the past few decades, Kenya still faces difficult health issues and challenges with community health development projects. Each year, substantial funds are spent on the implementation of

community health programs by the county and national governments, local and international NGOs, and other interested groups (Gebrehiwot, 2021). These initiatives don't help, though, as they fall apart quickly. According to a World Bank report (WB 2018), the Government of Kenya gets significant donor funding from a variety of sources to support a number of healthcare initiatives at hospitals (WB, 2021). A total of UD\$ 61 million (US\$41 million from the International Development Association (IDA) and US\$20 million from the Multi Donor Trust Fund for Health Results Innovation) was disbursed to support various health projects from 2013 to 2018 (HRITF).

Additional data from the Government of Kenya (GoK) shows that 63% of community health projects are unsuccessful soon after implementation and are therefore not sustainable (GoK, 2018). According to data from the Organization for Economic Co-operation and Development (OECD), hospital health projects fail one year after they are finished (OECD, 2014). The majority of the health initiatives in public hospitals faces significant obstacles throughout their life cycles and barely makes it past the implementation stage, despite the efforts of the many development partners. The majority of the projects have failed, and others struggle to continue and maintain the jobs they produced (World Bank, 2018). Sustainability of community development projects in the health sector is a significant difficulty worldwide, but particularly in Kenya (World Bank, 2018). To ensure that the progress made so far by various organizations in the health sector in aiding in the improvement of the nation's health indicators and hence the realization of vision 2030, it is necessary to address this difficulty. Therefore, this study sought to investigate the relationship between organizational review systems and sustainability of community development projects; a case study of hospitals in Nairobi county in order to generate knowledge that will not only improve the sustainability of community development projects but also increase access to infrastructure and development.

### **Objectives of the Study**

1. To determine the effect of assessment meetings on sustainability of community development hospitals projects in Nairobi County.
2. To assess the influence of multi-stakeholder dialogue workshops on sustainability of community development hospitals projects in Nairobi County
3. To investigate the influence of review sessions on community development hospitals projects' sustainability in Nairobi County

### **Theoretical Review**

#### **Theory of Change**

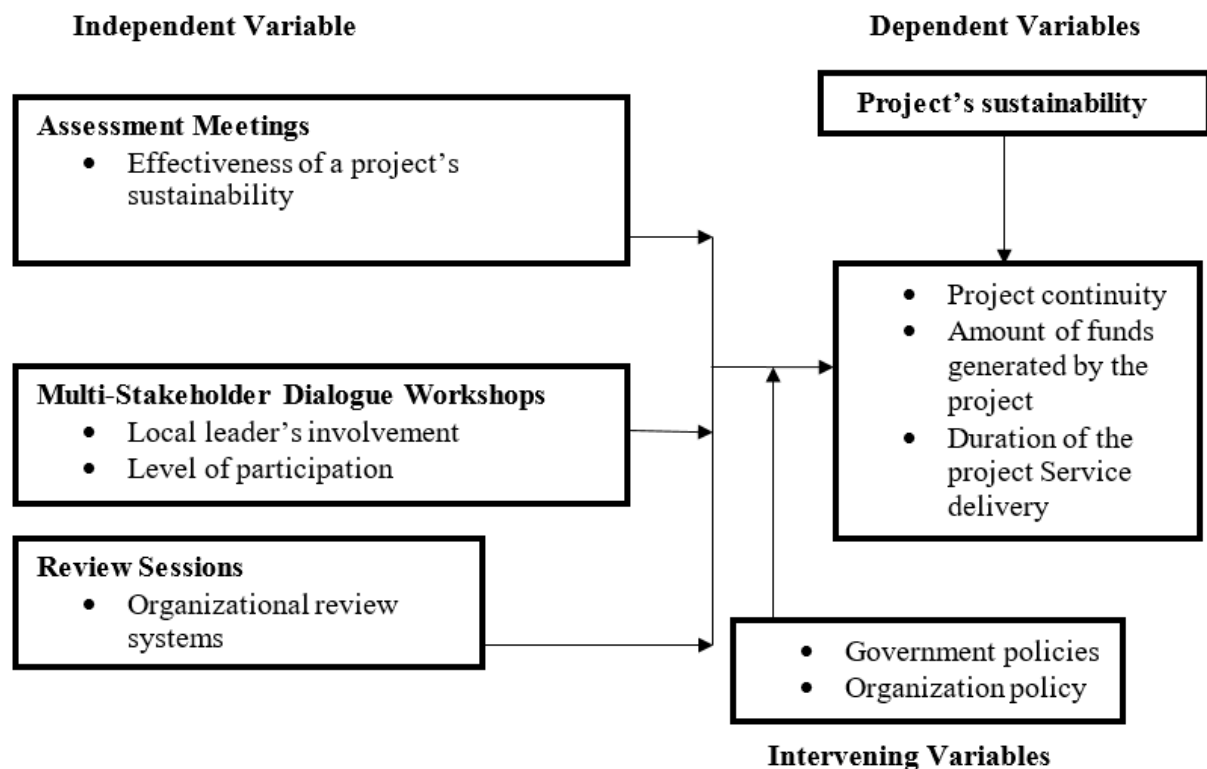
The key proponent of theory of change was proposed by Weiss (1995). A theory of change is an explicit theory of how any social intervention contributes to a chain of intended outcomes (Funnell & Rogers, 2020). It describes how the various sets of activity components carried out by a particular group or organization should lead to observable change. These changes (often called “outcomes” or “impacts”) can be shorter or longer in timeframe, and can occur within an individual person, a group of people, or the surrounding environment (McLaughlin &

Jordan, 2018). Theory of change focuses on two common elements: activities and outcomes. A theory of change is context-specific; it is primarily concerned with describing a particular intervention and less concerned with its general ability to other settings (Janzen, Seskar-Hencic, Dildar, & McFadden (2022). It may draw on theory from external research, but it does so in the service of clarifying the intervention's own theory (Janzen, Nguyen, Stobbe, & Araujo, (2021). Second, a theory of change is inspirational: it describes what is anticipated rather than what actually happened. Theory of change therefore lends itself to evaluation in which the anticipated outcomes are assessed in light of the actual results (Valters, 2019). It is apparent that the theory of Change describes the types of interventions (a single program or a comprehensive community initiative) that bring about the outcomes depicted in the pathway of a change map. Each outcome in the pathway of change is tied to an intervention, revealing the often complex web of activity that is required to bring about change as envisaged by community based projects. This theory therefore supports the aspect of sustainability of community based projects; as this study sought to establish those organizational review systems (assessment meetings, multi-stakeholder dialogue workshops and review sessions on community development) that would bring about sustainability of community based health projects in Nairobi County.

### **Freirean Theory of Dialogue and Society**

The Paulo Freire's theory of dialogue (Freire, 1970) states that dialogue particularly between stakeholders and community is essential to liberation and education of the masses by challenging historically held methods via the use of critical thought. Critical thought raises consciousness and questions the assumption that people should fall into established systems, rather than help to form new systems that better address their needs especially concerning projects intended to better their lives. This emphasis on conscious, collaborative action gives power to community members motivated to redefine aspects of their cognitive systems. Whether by negligence, lack of assessment meetings, multi-stakeholder dialogue workshops or review sessions on community development projects, there are disparities in sustainability of community based projects. Freire's emphasis on dialogue is reflected in this project by my advocacy for involvement of multi-stakeholder dialogue workshops in the development and management of community development hospitals projects in order to ensure continuity and provision of basic amenities even after phase out. Organizational review systems through assessment meetings and multi-stakeholder dialogue serve not only to be part of the project design and implementation, but to be explicitly invited to that process and thus get involved in the solutions. Additionally, information about these mechanisms must be presented in accessible language and with appropriate context. In this study, Freirean theory of dialogue and society is applied as it describes factors that serve as a bridge between organizational review systems and sustainability of community development of health projects to the people most affected.

## Conceptual Framework



**Figure 1: Conceptual Framework**

## Critical Review of Empirical Studies

### Assessment Meetings and Community Development Projects' Sustainability

In According to UNDP (2020) “assessment meetings in any community development projects enable management to identify and assess potential problems and success of a project. It provides the basis of corrective actions both substantive and operation to improve the project design, manner of implementation and quality of results. In addition, it enables the reinforcement of initial positive results.” In fact, it is a major aspect that cannot be overlooked because it determines the sustainability of any project. According to Standish Group Project Chaos Report (2018), one of the reasons for project failure is lack of project assessment meetings. Assessment meetings of development activities provides programme and project managers, including government officials and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Within any project there is a strong focus on results. This helps explain the growing interest in monitoring and evaluation. The success and sustainability of any project largely depend on constant feedbacks about project on going activities (Mark, Henry, & Julnes, 2020). It is for this reason that the community development health projects need to embrace fully the concept of assessment meetings to ensure their sustainability.



Endeavoring to achieve assessment meetings may provide a committee with relevance and remain focused during the lifecycle of the project (Stephen, 2020). Reporting the progress of community projects to the beneficiaries enhances transparency and accountability. The community develops trust with the project management and they can freely contribute funds for the operation of the projects and this makes the projects to be sustainable. Boyer (2018) noted that community participation in assessing project progress is critical for their sustainability. Project progress reporting meetings should be held customarily and the local community equipped to actively participate. He additionally observed that the community development project organization should be providing a chance to query on the progress of the community projects because this reduces chances of misappropriation of project resources. Assessment of on-going projects requires a proper strategy which can work if one is to achieve the desired results. It is of vital importance to discuss about “participatory assessment”, asking the people concerned to participate in assessing their own projects thereby, enabling them to determine the future effectiveness of their goals of the project. Calliso and Jean-Louis, (2019) connoted that meeting assessment is a process integral to the development process and by which a community (where project is established) assesses whether what is being done is bringing the desired results (Suchman, 2020).

### **Multi-stakeholder Dialogue Workshops and Projects’ Sustainability**

For a successful outcome of community development projects there are needs to be multi-stakeholder dialogue and engagement between stakeholders, project staff, and the community (Barron and Barron, 2019). The multi-stakeholder dialogue of stakeholders, community and the implementers should be during the planning phase of the project. This is critical in order to ensure that roles and responsibilities are assigned to each group. Each stakeholder commitment is also taken into account and the implementers are supposed to have work plan. Ahmed & Palermo (2018) observe that people themselves can better understand their economic and social environment and probably have insights that can help shape initiatives intended to benefit them. Ideally, a good stakeholder dialogue through workshops will enable those who are interested in, or affected by a decision, have an opportunity to influence the outcome. Stakeholders play role and interact at multiple levels-from local to global level and their role and interaction determine the sustainability of a development intervention. In Congo, a study done by Ahmed and Palermo (2018) on stakeholder involvement in community development project through dialogue in natural resource management in Northern Congo pointed out that if projects are to be sustainable and yield long-term benefits, communities must be more explicitly involved in design and implementation and in defining their own contribution (Colclough & De, 2020). Therefore, analysis and exploration of stakeholder interaction with local leaders in their role in decision making process according to their relative position and power relations is obligatory for the sustainability of any project (Gale, Sellar, Parker, Hattam, Comber, Trante & Bills, 2021). This also is in agreement with Kimani's detailed case study analysis on CDF projects in Embakasi where he concluded that it was only through participatory planning, monitoring and evaluation, that meaningful development can be realized. He further stated that satisfying key

stakeholder requirement is central to achieving a sustainability of project outcome (Kimani, 2019).

A research done in Pakistan involving eighty randomly selected projects demonstrated the importance of stakeholder involvement. The researcher sought to establish why the rate of forest depletion in North West Frontier Province (NWFP) and adjacent northern areas remained one of the most threatened environmental issues despite the various forests related development projects that had been implemented. The final findings indicated that there was a low perceived interaction between the Forest Department and the project beneficiaries (local communities) and local Community Based Organizations (Cheung, Zolin, Turner & Remington, 2010). The presence of steering committee enables the committee to feel empowered and they are able to actively participate in the project development and sustainability (African Development Bank, 2021). This multi-stakeholder dialogue improves the chances of community project sustainability. In Kenya, Mulwa (2020) supports this argument by stating that projects that integrate local management structures have better projections of promoting project sustainability. There is need for adequate trained personnel as project implementers. This will greatly improve the chances of project sustainability. It is vital for a management structure to be gotten right during the project formulation phase as this require expert knowledge, skills and field time. There is need for regular data collection from projects through multi-stakeholder dialogue workshops which assists in the improvement of practices, and also provides a platform for accountability. The results realized from the projects can also be analyzed so as to ascertain whether the objectives have been achieved for the sustainability of the community development projects.

### **Review Sessions on Community Development Projects' Sustainability**

Review session is an important tool for community development projects' sustainability because it helps to create a sense of community identity and shared purpose. It can also help to build the skills and knowledge needed for people to work together to address common problems (Temali, 2022). Review sessions on community development project forethoughts are vital elements of system, which involves prior empirical organization to continuously assess and evaluate the log's frame goals and barometers to aid project sustainability (Burke, 2018). Review sessions plans help personnel manage the practical processes of assessing and documenting day-to-day progress as a tool for meeting goals. Also, review sessions like planning assists in the identification of evaluation questions for each operation in project sustainability (Dyer, Broadhurst, Thompson, Jenkins, Brandis, & Thiem, 2019). From a narrow perspective, the review sessions plan documents the indicators, personnel responsible for the collection, resources and strategies for use, and the direction of data flow in the institution (Gillicatt, Nguyen, Thoresen, Blundell & Fielding, 2016). Factually, many projects without monitoring and evaluation plans will be practically unsustainable (Ngandu, Motala, Boooyens & Sharrock, 2017). Review session to ensure that individuals, organizations or groups are able to solve complex problems and also able to perform key functions which enable them to achieve a particular objective. This will lead to a general empowerment of the community

which will lead to the community project becoming sustainable (Langran, 2018). Empowering of the community through review session brings forth where the community is able to localize their problems and thus able to solve complex problems hence coming up with local solutions for local problems.

### **Research Methodology**

This study adopted a survey type of descriptive research design. The study was carried out at the Hospitals in Nairobi County, Kenya. The target population of this study was a total of 3600 respondents from Project Steering Committee (PSC) Members, Project Coordinators and Heads of Departments in charge of health projects in eight (8) health projects in Nairobi County, that is, Eastleigh health Centre, ShauriMoyo, Bahati health Centre, Kasarani health Centre, Kahawa West health Centre, Kariobangi North health Centre, Babadogo health Centre and Kamiti Prison health Centre. Yamane (1967) formula was used to compute sample size of 360 respondents from 8 hospitals in Nairobi County consisting of 15 Project Steering Committee (PSC) Members, 15 Project Coordinators and 15 Heads of Departments in charge of health projects were considered representative of the total population. The instruments that were used for collection of data relevant to this study were questionnaires and interview guides.

### **Data Analysis**

The questionnaires that were issued to the respondents were collected and checked for any possible errors so that corrections would be made. According to Gogoi (2020) to analyze collected data, it needs to be coded, cleaned and analyzed using Statistical Package for Social Sciences (SPSS). This research adopted content (qualitative data) analysis technique. Qualitative data was thematically analyzed that is; identifying, analyzing and reporting patterns or themes within the data. The data was interpreted according to the various aspects of the research topic organized and categorized based on the research questions presented in a narrative form. Finally, study results were presented in form of tables and figures.

### **Results**

The research considered a sample of 360 which composed of 356 respondents and 6 key informants from 8 hospitals in Nairobi County consisting of Project Steering Committee (PSC) Members, Project Coordinators and Heads of Departments in charge of health projects will be considered representative of the total population. The respondents' rate on the questionnaire was 350 which gave 98.3% of the total. The non- response rate show that 7 from the sample size did not participate in responding to the questionnaires which represents 1.7%. Six (6) out of 6 key respondents who were interviewed responded 100%. Therefore, the reported response rate of the study was 356(98.8%) of the total sample (360) that gave the study a high degree of representativeness that could be relied upon to generalize the respondents' views on the study.

### **Effect of Assessment Meetings on Sustainability of Community Development Projects**

The study assessed the extent to assessment meetings effect the sustainability of community development hospitals projects in Nairobi County. The respondents were asked whether

assessment meetings affect sustainability of community development hospitals projects in Nairobi County. The findings were presented in Table 1.

**Table 1: Effect Assessment Meetings**

	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	300	84.3
No	50	14.0
Not Sure	6	1.7
<b>Total</b>	<b>356</b>	<b>100.00</b>

The findings in Table 1 indicated that majority 300 (84.3%) of the respondents agreed with the statement that assessment meetings affect sustainability of community development hospitals projects in Nairobi County, 50(14%) declined while 6(1.7%) were not sure. These findings revealed that one of the factors that affect sustainability of community development hospitals projects is assessment meetings. Therefore, assessment meetings are a key determinant of project sustainability because it is important in strengthening project through feedbacks on ongoing activities. This agrees with a study by Kupeka, (2013), who stated that reporting the progress of community projects to the beneficiaries enhances transparency and accountability.

The respondents were farther asked to rate their agreement or otherwise on statements relating to effect of assessment meetings on sustainability of community development hospitals projects in Nairobi County. Their responses were measured on a five-point Likert Scale where 1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5= Strongly Agree. The results are shown in table 2.

**Table 2: Effect Assessment Meetings**

Effect Assessment Meetings	1%	2%	3%	4%	5%
Assessment meetings enable management to identify and assess potential problems and success of health project in our hospital.	2.0	10.0	3.0	9.3	75.7
Assessment meetings has provided the basis of corrective actions both substantive and operation to improve the project for sustainability	10.0	8.7	5.0	24.7	51.6
Assessment meetings has enables the reinforcement of initial positive results on sustainability of community development hospitals projects in our hospital.	9.9	9.0	4.6	1.6	74.9
One of the reasons for community development hospitals projects failure in Nairobi County is lack of project assessment meetings.	1.9	3.5	5.5	39.1	50.0
Assessment meetings is a better means for learning from past experience, improving service delivery, planning and allocating resources	3.0	5.4	3.0	18.0	70.6
Assessment meetings provide a chance to query on the progress of the community development hospitals projects in our hospital.	1.9	5.0	4.0	49.0	40.1

As per Table 2, majority (75.7%) of the project steering committee members, project coordinators and heads of departments in charge of health projects strongly agreed with the statement that assessment meetings enable management to identify and assess potential problems and success of health project in our hospital and 9.3% agreed. However, 10% disagreed, 2.0% strongly disagreed while 3.0% neither agree nor disagree. Assessment meetings have provided the basis of corrective actions both substantive and operation to improve the project for sustainability, 51.6% of the respondents which were the majority strongly agreed with the statement and 24.7% agreed. On the other hand, 10.0% strongly disagreed, 8.7% disagreed and 5.0% remained noncommittal.

Assessment meetings give the foundation on effective measures both substantive and operation to improve the project design, manner of implementation and quality of results in community development hospitals projects (Interview, (P2) April, 2023).

On whether assessment meetings have enables the reinforcement of initial positive results on sustainability of community development hospitals projects in hospital, 74.9% of the participants strongly agreed with the statement, 1.6% agreed, 9.9% strongly disagreed, 9%



disagreed, while 1.6% were undecided. Majority (50.0%) of the respondents strongly agreed with the statement that one of the reasons for community development hospitals projects failure in Nairobi County is lack of project assessment meetings and 39.1% agreed. However, 3.5% disagreed, 1.9% strongly disagreed and 5.5% neither agree nor disagree. Majority (70.6%) of the respondents who participated in this study strongly agreed that assessment meetings is a better means for learning from past experience, improving service delivery, planning and allocating resources, 18% agreed, 5.4% disagreed, 3% strongly disagreed and 3% remained noncommittal.

Assessment meetings provide a chance to query on the progress of the community development hospitals projects in our hospital, 49% of the respondents agreed with the statement, 40.1% strongly agreed, 1.9% strongly disagreed, 5% disagreed and 4% were undecided. The findings revealed from the quantitative data analysis that assessment meetings enable management to identify and assess potential problems and success of health project, provided the basis of corrective actions both substantive and operation to improve the project for sustainability, it enables the reinforcement of initial positive results on sustainability of community development hospitals projects, lack of lack of project assessment meetings was found to be one of the reasons for community development hospitals projects failure in Nairobi County, it is a better means for learning from past experience, improving service delivery, planning and allocating resources and it also provide a chance to query on the progress of the community development hospitals projects in hospital. Respondents were asked through the interview to explain how assessment meetings affect sustainability of community development hospitals projects. Findings were as analyzed.

Assessment meetings have a significant positive impact on the sustainability of community development hospitals projects in Nairobi County. Assessment meetings enhance project decision-making thus ensuring the sustainability of projects (Interview, (P1) April, 2023).

These findings coincides with the findings of Calliso and Jean-Louis, (2019) who noted that meeting assessment is a process integral to the development process and by which a community (where project is established) assesses whether what is being done is bringing the desired results.

### **Influence of Multi-Stakeholder Dialogue Workshops**

This section addresses the influence of multi-stakeholder dialogue workshops on sustainability of community development hospitals projects in Nairobi County. On whether multi-stakeholder dialogue workshops influence sustainability of community development hospitals projects in Nairobi County, findings were presented in Table 3.

**Table 3: Multi-Stakeholder Dialogue Workshops**

	Frequency	Percentage (%)
Yes	179	50.3
No	157	44.1
Not Sure	20	5.6
<b>Total</b>	<b>356</b>	<b>100.0</b>

In Table 3 majority, 176(50.3%) of the respondents upheld the statement that multi-stakeholder dialogue workshops influence sustainability of community development hospitals projects in Nairobi County, 44.1% disagreed and 5.6% were not sure with the statement. It was concluded that multi-stakeholder dialogue workshops assists in the perfection of practices and provides a platform for liability so as to ascertain whether the objectives have been achieved for the sustainability of the community development projects. The study sought to investigate the extent at which multi-stakeholder dialogue workshops influence the sustainability of community development hospitals projects in Nairobi County. Their responses were measured on a five-point Likert Scale where 1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5= Strongly Agree. The results are shown in table 4.

**Table 4: Influence of Multi-Stakeholder Dialogue Workshops**

Influence of Multi-Stakeholder Dialogue Workshops	1%	2%	3%	4%	5%
Multi-stakeholder dialogue workshops enables those who are interested in, or affected by a decision, have an opportunity to influence the outcome	1.4	4.0	2.7	13.5	78.4
Stakeholders play role and interact at multiple levels and their role and interaction determine the effectiveness of a project sustainability	2.7	1.4	4.0	27.0	64.9
Multi-stakeholder dialogue workshops have enhanced community trust with the project operation.	12.1	6.8	0	59.5	21.6
Multi-stakeholder dialogue workshops has helped in meeting the internal needs of the project sustainability	10.8	18.9	5.4	51.4	13.5
A project can fail in sustainability because of lack of multi-stakeholder dialogue workshops	5.4	8.1	21.6	54.1	10.8

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Multi-stakeholder dialogue workshops has led to better 1.7 10.0 12.0 44.0 33.3 designed projects.

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From the data presented in Table 4, majority (78.4%) of the respondents strongly agreed that multi-stakeholder dialogue workshops enables those who are interested in or affected by a decision, have an opportunity to influence the outcome, 13.5% agreed, 4.0% disagreed, 2.7% were neutral and 1.4% strongly disagreed. Majority 64.9% strongly agreed with the statement that stakeholders play role and interact at multiple levels and their role and interaction determine the effectiveness of a project sustainability, 27% agreed, 4% were neutral 1.4% disagreed and 2.7% strongly disagreed. Most (59.5%) of the respondents agreed that multi-stakeholder dialogue workshops have enhanced community trust with the project operation and 21.6% strongly agreed. However, 12.1% strongly disagreed and 6.8% disagreed. On whether multi-stakeholder dialogue workshops has helped in meeting the internal needs of the project sustainability, 51.4% agreed, 13.5% strongly agreed, 18.9% disagreed, 10.8% strongly disagreed and 5.4% remained non-committal. 'A project can fail in sustainability because of lack of multi-stakeholder dialogue workshops', 54.1% agreed, 21.6% were neutral, 10.8% strongly agreed, 8.1% disagreed and 5.4% strongly disagreed. Most (44%) of the respondents agreed that multi-stakeholder dialogue workshops has led to better designed projects, 33.3% strongly agreed, 12.0% were neutral, 10.0% disagreed and 1.7% strongly disagreed.

Base on the quantitative data provided in Table 4, majority of the respondents from project steering committee, project coordinators and heads of departments affirmed that multi-stakeholder dialogue workshops influence the sustainability of community development hospitals projects in Nairobi County in that it enables those who are affected by a decision to have an opportunity to review the system, stakeholders role and interaction at multiple levels determine the effectiveness of a project sustainability, multi-stakeholder dialogue workshops help in meeting the internal needs and community trust with the project operation for the project sustainability. Also, multi-stakeholder dialogue workshops has led to better designed of community development hospitals projects in Nairobi County and some a project fail in sustainability because of lack of multi-stakeholder dialogue workshops.

A Multi-Stakeholder Dialogue brings relevant stakeholders in a given decision, into contact with one another. This enhances levels of trust between the different actors, to share information and community development hospitals projects knowledge, and to generate solutions that promote project sustainability (Interview, (P4) April, 2023).

The finding in this study is in line with the finding of Mulwa (2020) who noted that projects that integrate local management structures have better projections of promoting project sustainability.

### **Influence of Review Sessions and Community Development Projects' Sustainability**

The third objective of the study sought to assess the influence of review sessions on community development hospitals projects' sustainability in Nairobi County. Response on whether review

sessions influence community development hospitals projects' sustainability in Nairobi County were presented in Table 5.

**Table 5: Influence of Review Sessions**

	Frequency	Percentage (%)
Yes	184	51.7
No	163	45.8
Not Sure	9	2.5
<b>Total</b>	<b>356</b>	<b>100.0</b>

As per Table 5, majority 184(51.7%) of the respondents agreed that review sessions influence community development hospitals projects' sustainability. However, 163(45.8%) disagreed and 2.5% were not sure. Therefore, review sessions influence community development hospitals projects' sustainability.

Participants were farther asked the extent which the review sessions influence community development hospitals projects. Table 6 display findings.

**Table 6: Influence of Review Sessions**

	Frequency	Percentage (%)
Very great extent	188	52.8
Great extent	75	21.1
Moderate extent	42	11.8
Little extent	19	5.3
Not at all	32	8.9
<b>Total</b>	<b>356</b>	<b>100.0</b>

The results in Table 6 above indicate that 188(52.8%) of the respondents perceived in very great extent that review sessions influence community development hospitals projects, seventy five (21.1%) responded great extent, 42% said moderate extent, 5.3% said little extent while 8.9% said not at all.

The respondents were further asked to rate the influence of review sessions on community development hospitals projects' sustainability in Nairobi County on a Likert scale of 1-5 where

1= strongly Disagree, 2= disagree, 3=neither agree nor disagree, 4=agree, 5= strongly agree. Specify by a tick in the spaces provided. Table 7 shows findings.

**Table 7: Influence of Review Sessions**

Influence of Review Sessions	1%	2%	3%	4%	5%
Projects review sessions reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability	8.0	6.0	1.0	36.0	49.0
Projects review sessions has kept the project management informed about scheduling, distribution and effectiveness of the project in delivering project activities and outputs hence ensuring project sustainability in Nairobi County	9.0	10.0	1.0	25.0	55.0
Projects review sessions has facilitated early recognition of the project problem areas and enabled the project institute the necessary corrective measures to ensure development hospitals projects' sustainability	10.0	3.0	12.4	48.0	20.6
Projects review sessions has helped in meeting the internal needs of the local community contributing to their empowerment and project performance	8.0	6.9.0	13.5	12.0	60.0
The projects management have used review sessions to improve project quality and governance performance	10.0	10.0	8.0	30.0	42.0
Projects review sessions has established clear project performance benchmarks which has enhanced its sustainability.	5.0	15.0	2.0	58.0	20.0

The results in Table 7 depicts that 49% of the respondents strongly agreed with the statement that projects review sessions reports is instrumental in reporting the progress of the projects and in enhancing transparency and accountability, 36% agreed, 8% strongly disagreed, 6% disagreed and 1% were neutral. Fifty five percent (55%) strongly agreed that projects review sessions has kept the project management informed about scheduling, distribution and effectiveness of the project in delivering project activities and outputs hence ensuring project sustainability in Nairobi County, 25% agreed, 10% disagreed, 9% strongly disagreed and 1% remained neutral. On whether projects review sessions has facilitated early recognition of the project problem areas and enabled the project institute the necessary corrective measures to ensure development hospitals projects' sustainability, 48% agreed with the statement, 20.6% strongly agreed, 12.4% were neutral, 10% strongly disagreed, and 3% disagreed. Sixty percent (60%) of the respondents who participated in this study strongly agreed with the statement that



Projects review sessions has helped in meeting the internal needs of the local community contributing to their empowerment and project performance, 12% agreed, 13.5% were neutral, 8% strongly disagreed and 6.9% disagreed. On whether the projects management has used review sessions to improve project quality and governance performance, 42% strongly agreed, 30% agreed with the statement. Those who strongly disagreed and disagreed were equal (10%) while 8% were neutral.

Fifty eight percent (58%) of the respondents agreed that projects review sessions has established clear project performance benchmarks which has enhanced the sustainability of community development hospitals projects and 23% strongly agreed. However, 15% disagreed, 5% strongly disagreed and 2% remained neutral.

Researcher sought to find out the influence of review sessions on community development hospitals projects' sustainability in Nairobi County. Findings were as analyzed.

Review sessions like planning assists in the identification of evaluation questions for each operation in project sustainability because it ensures that the project results at the levels of impact, outcome, output, process along with input can be quantified so as to offer a framework for accountability and in assisting in making informed decision at program and policy levels (Interview, (P6) April, 2023).

Review sessions ensures that there is logical reporting; the process that interconnects results and demonstration accountability, it quantifies efficiency and effectiveness, guarantees effective resource distribution, stimulates learning that is continuous along with enhancing better decision making for successful and sustainability of projects (Interview, (P3) April, 2023).

The findings relate with the view of Langran (2018) noted that empowering of the community through review session brings forth where the community is able to localize their problems and thus able to solve complex problems hence coming up with local solutions for local problems hence enhancing community development hospitals projects' sustainability in Nairobi County.

## **Conclusion**

In conclusion, assessment meetings in community development hospitals projects in Nairobi County gives the foundation on effective measures both substantive and operation to improve the project design, manner of implementation and quality of results for the sustainability of community development hospitals projects. It also enables management in community development hospitals projects to identify and assess potential problems in order to improve the project for sustainability. It has enables the reinforcement of initial positive results on sustainability of community development hospitals projects. Multi-stakeholder dialogue workshops were found to be assisting in the perfection of practices and provide a platform for liability so as to ascertain whether the objectives have been achieved for the sustainability of the community development projects. It enables those who are affected by a decision to have an opportunity to review the system, stakeholder's role and interaction at multiple levels determine the effectiveness of project sustainability, and it helps in meeting the internal needs

and community trust with the project operation for the project sustainability. Study also concluded that review sessions assists influence project sustainability in that it ensures that project results at the levels of impact, outcome, output, process along with input can be quantified so as to offer a framework for accountability and in assisting in making informed decision at program and policy levels. Review sessions also ensures that there is logical reporting; the process that interconnects results and demonstration accountability, it quantifies efficiency and effectiveness, guarantees effective resource distribution, stimulates learning that is continuous along with enhancing better decision making for successful and sustainability of community development hospitals projects in Nairobi County.

### **Recommendations**

The study concluded that there is a significant relationship between organizational review systems and sustainability of community development projects. Therefore, for any community development hospitals project that intends to be sustained must have organizational review systems. Based on the findings, this study made the following recommendations:

- i There is need for managers of community development hospitals projects in Nairobi County to establish multi-stakeholder dialogue workshops roles at a departmental level in order to strengthen the consistency of project management across the various community projects. This will improve the project development.
- ii There is need for project sponsors and managers to invest in review sessions of the projects and to ensure that the practice if followed closely. Objectives need to be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly owned, this would bring greater ownership and accountability of project objectives and encourage the sustainability of project benefits.
- iii The community's labor contribution influence the sustainability of the project and non-governmental organization should call for volunteers to offer labor as a result sustainability of the project will be guaranteed as the members will also feel they are part of the project. The non-governmental organization should ensure a clear channel of communication between the organization and other stakeholders which include members of the community.
- iv It was recommended that there was need for community development hospitals projects members to identify their own needs, analyze the factors that lead to the needs, and draw up community action plans to address the needs. This will lead to the sustainability of the project.

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