

Journal of  
**Entrepreneurship and  
Project Management**  
(JEPM)



**CARI  
Journals**

## **DETERMINANTS OF SUSTAINABILITY OF DONOR FUNDED COMMUNITY PROJECTS IN GARISSA COUNTY**

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### **Abstract**

**Purpose:** This study sought to assess the determinants of sustainability of donor funded community projects in Garissa County. The study specifically focused on community participation, financial administration, training and leadership and management on sustainability of donor funded community projects in Garissa County. The variables were anchored by the freirean theory, results theory, competency theory and the systems theory.

**Methodology:** The study adopted a descriptive research design and the population included donor funded project managers, donor agencies and project beneficiaries. Mugenda and Mugenda's sample determination formula to acquire a sample size of 246 respondents. Further, the study employed stratified sampling so as to determine the exact number of respondents from the different categories. Primary data was collected through semi structured questionnaire while secondary data was collected through desk search techniques from the internet from past scholarly articles. Quantitative data was analysed using a multivariate regression model while qualitative data was analysed using content analysis method.

**Results:** Inferential results revealed a positive and significant relationship between community participation and sustainability of donor funded community projects and also positive and significant association between financial management and sustainability of donor funded community projects in Garissa County.

**Contribution:** The study concluded that an improvement in various indicators of community participation such as donor funded community projects leaders' vision, community empowerment and community decision-making, programme planning, monitoring and evaluation, leadership and management skills, establishment of linkages between project components, supervision and mobilization of local resources will result to positive and significant effect on sustainability of donor funded community projects in Garissa County. The study also concluded that improvement in some of the indicators that define financial management results to positive and significant effect on sustainability of donor funded community projects in Garissa County.

**Key Words:** *Community Participation, Financial Administration, Training, Leadership And Management And Sustainability of Donor Funded Community Projects*

## INTRODUCTION

Donor funding in perspectives of this study, refers to Official Development Assistance (ODA) which entails administering grants or loans aiming at promoting sustainable social economic welfare of the targeted recipients in a country. (Knack, 2013). Donor funding comprise of both multilateral and bilateral aid that either flows directly to the recipient's governments or an intermediary such as World Bank which is a lending institution is used in channeling the aid (Karingi, 2012). Donor funding has been a prevalent strategy adopted by many third world countries in alleviating poverty over the past years. The past years have coincidentally enabled international institutions such as World Bank, United Nations and International Monetary Fund (IMF) gain global prominence on economic affairs (World Bank & International Monetary Fund, 2014). For approximately half a century, countries in the world that are less developed have witnessed continued suffering emanating from economic hardships which raises the questions on worthiness, effectiveness and efficiency of foreign aid in boosting development and growth in the economies of the recipient countries (Grove, 2016).

Various activities have continued to increase from donor based agencies which include NonGovernmental Organizations (NGOs), Faith-Based Organizations (FBO) and Community Based Organizations (CBO). The donor based agencies aim at financing various projects and targets areas with vulnerable poor people where the government has failed in delivering services (Holenstein, 2014). A report by World Vision (2015) revealed that presence of persistent failures in community based development projects in terms of sustainability, achieving self-reliant status and serving the communities for a long time after the phasing out of funding organizations. Some factors that contribute to the sustainability failures of the donor funded projects have not been well evaluated despite specifications in time on the aid support to realize a set objective of the project.

### Statement of the Problem

The third world countries have been receiving millions of dollars for the past fifty years but the impacts has been very little since communities in these countries continue to suffer from poverty (Crowther, 2010). Donor funded community projects, including Garissa County, have been faced by a number of challenges which are both external and internal which contributes to the failure of the projects (Lelegwe, 2015). Internal challenging factors which include misplaced priorities, unrepresentative committees, deficiencies in community cohesion, technical issues, inadequate managerial skills, financial problems and strong traditions are not prioritized by both the management and community (Schouten & Moriarty, 2013). The prioritization challenges is a sign of failure in sustaining aid driven services and good delivery by institution beyond involving donor agencies. Prevalence of poverty in communities limits adequacy of funds that hinders sustainability developments in projects after donors phases out (Ruoff, 2011). Many community projects in Garissa are faced with issues of record keeping, tariff setting, transparency, revenue collection, accounting and billing.

This has been catalyzed by stakeholders and community failures in taking project ownership thus exposing the projects to financial crisis that acts as a threat to sustainability.

During the lifespan of donor funded projects, there has not been much success in addressing the elements of sustainability hence in most projects the beneficiaries are not able to continue benefiting from the intended services after donor transition (Okoth, 2012). As observed in Garissa, some of donors seem to be tired of the continual monitoring and efforts that are involved in enhancing community involvement which according to the donors is a requirement of sustainable project (Meadowcroft, 2015). Specifically, failed and abandoned projects and the number of inactive groups that takes no effort in relieving themselves from depending on donors significantly discourage donors (World Vision, 2013). Donors have been involved in community development projects in Kenya for over 35 years (Garissa PRA report, 2015). During this time, the projects have transitioned from Area Development Program (ADPs) after operating for over a decade in these areas, it is not clear whether the projects still benefit the community. The current study aimed at filling the existing gap by assessing the performance of projects 5 years after donors' transition from the area and ascertains the extent to which the above named elements of sustainability determine the sustainability of community development projects in this context.

### **Research Objectives**

1. To establish how community participation affects sustainability of donor funded community projects in Garissa County
2. To identify the extent to which financial administration affects sustainability of donor funded community projects in Garissa County
3. To explore the effects of community level training on sustainability of donor funded community projects in Garissa County
4. To assess the influence of leadership and management on sustainability of donor funded community projects in Garissa County

### **Literature Review**

#### **Theoretical review**

#### **Freirean Theory**

The theory proposed by Freire (1970) indicates that a dialogue is key to attainment of community education. The main participants should be especially leaders and the community before any project is implemented in the community. The appreciates that there are disparities in implementing community projects and to sort that, there is a need for collaborative action and dialogue. The theory argues that when not involved, community members can ignore, neglect or lose interest in the project and that can affect its sustainability (Carl, 2012). The theory argues that for there to be continuity after the project is long gone, there is emphasis on dialogue especially where the CB projects are concerned (Freire, 1970).

There is a need for the community members to not only be part of the process, but also be involved in the planning and implementation of the projects. The theory is relevant to the study in explaining



the need to conduct community level training before implementing a project. According to the theory, training enhances the community members awareness and understanding of the need to have the project in the community. If done, the community members are likely to be active and support the project hence enhancing its sustainability in the long run.

### **Results Theory**

Results Theory assumes there is a correlation between management style and measurable goals through sustainability of projects. This is the second theory linking the study with the second variable which is management style. Originally borrowed from the non-governmental organizations and viewed by scholars such as Chappel (2005) and Roy (1996) as the most modern approach to project sustainability, results theory is now adopted by many governments across the world in relation to management style. This was largely informed by arguments advanced by Aduamoah and Campion (2012) on results based management as a performance monitoring and evaluation system is the best solution to sustained development among the developing nations. However, Barret (2000) argues that for an M&E system to enhance to project sustainability, it should be an integrated to project sustainability system. Caldwell (2005) developed a monitoring and evaluation system that sought to simplify results framework for to project sustainability developed by Freeman and Philips (2002). Measurements of project sustainability must be results based rather than processes oriented (Gunningham & Kagan, 2005). For this to be achieved, the tools used in to sustainability measurement in organizations should be valid, reliable and simple to use.

While working on a community health services project in Australia, Johnson and Duberley (2000) proposed a systematic method to enhance stakeholders' participation from the project inputs, activities, outputs, outcomes and impact. When this theory was being popularized, proponents such as Karjalainen, Katariina and Erik (2010) almost ignored organizational processes and systems due to their desire to compel governments to improve to project sustainability by emphasizing on results management. The theory is relevant to the study in highlighting the need to have community involvement in projects. The theory agitates for involvement of the community members from the stage of planning to execution of projects in order to realize continuous benefits afterwards.

### **Competency Theory**

In 1980s, McClelland and McBer established the competence theory. Competency theory can be used to explain the need to have competent project implementers. According to the theory, various skills are needed for successful implementation of projects such as technical, interpersonal and conceptual (Kountz & O'Donnel, 2010). This study sought to establish whether leadership and management plays a significant role in project sustainability. The theory supports a positive link between leadership and management and sustainability of projects by indicating that beyond other factors, it is important for a project leader to possess some other important skills.

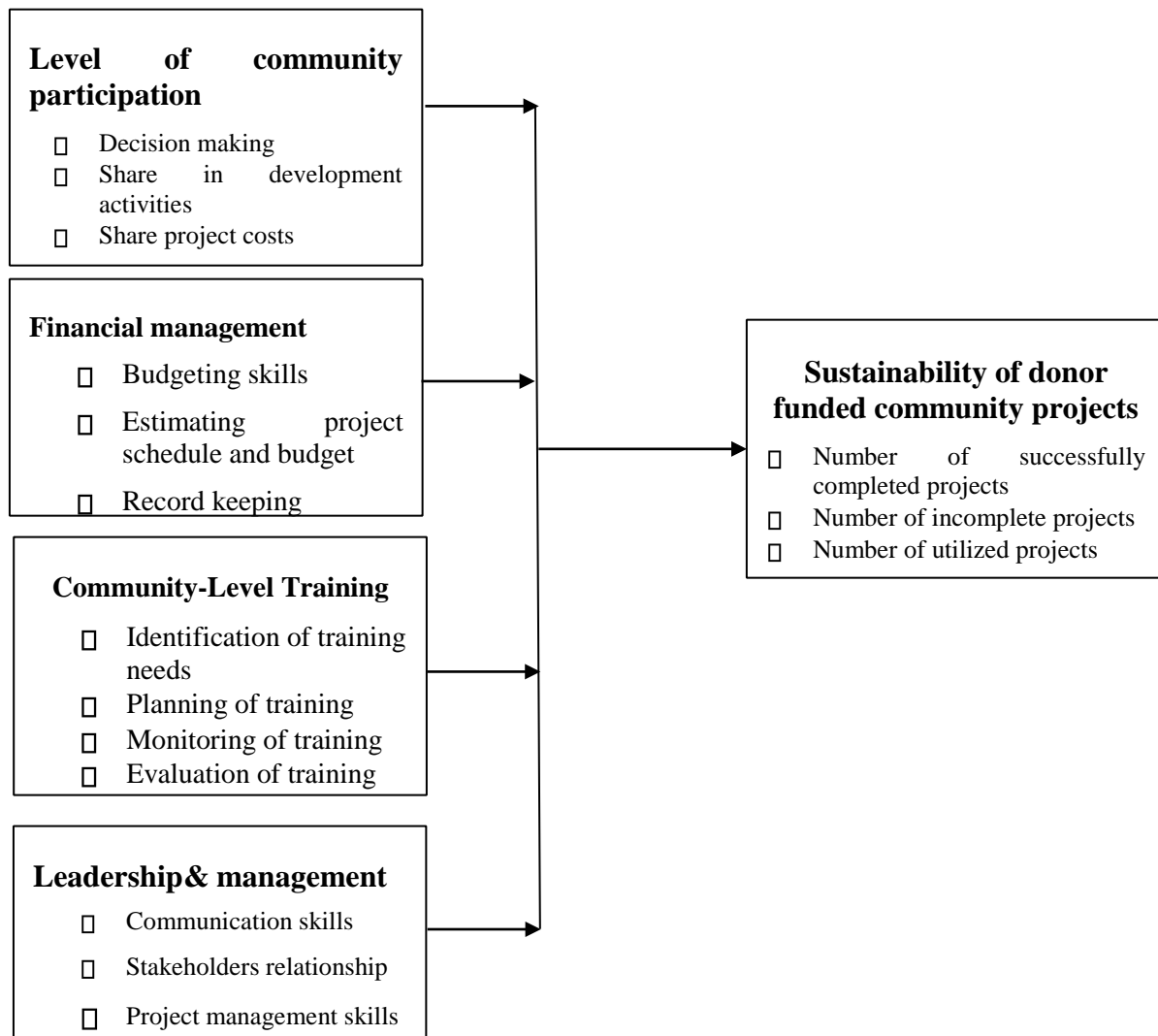
Beyond the technical skills, a project leader should also be in a position to conceptualize facts and information. Furthermore, the leaders should also be in a position to communicate effectively to the teams in order to send the right information.

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### **Systems Theory**

The theory was proposed by Ludwig von Bertalanffy in the 60s. The concept of systems was made popular by scholars from different disciplinary backgrounds who include Franco and Boume (2013) and Muthaura (2008). Lessing (1967) argued that, systems management was one of the greatest inventions coming out of World War II. Bertalanffy (1968) was one of the first persons who was preoccupied with the concept of a general theory of systems. The main argument was that the concept of systems could be used in any arrangement of elements or combination of elements, such as cells, atoms, galaxies and human beings. The human anatomy, for instance, according to Bertalanffy (1968), is a complex organism made-up of a skeletal system, a circulatory system and a nervous system. Hope (2011) argues that information and communications served as connecting links for unifying fragments. This led him to develop his systems concept of information theory and cybernetics which shows clearly the symbiotic relationship between the functioning of human beings and that of electronic systems, which laid the foundation for electronic computers. Dweiss and Potts (2012) developed the concept of a system through the identification of levels of system in organisation, which range from the simplest and most static to the self-directed and dynamic. Cleland and Ireland (2007) also used the concept of system in the study of projects by seeing them as systems that make decision and process information.

Brown (2006) building on earlier studies by Lienert (2003) that perceived a system as composed of some components, functions and processes. This school of thought can be traced from Hunter and Gates (2008) study which viewed an organization as a system consisting of the following three basic elements: components, linking processes and organizational goals. As applied in some projects today, especially those involved in community development, proponents of System Theory such as Grinblatt and Titman (2010) view the community initiated projects as a society or a social family with various sub-components within the whole. Thus, for an project to achieve set objectives, stakeholders ought to believe in the sustainability of the project in which they are a part of. Management therefore needs to ensure they venture in a project that is sustainable in management and appreciate the influence they have towards the community it is targeted to help (Dye, 2012).

**Conceptual Framework****Independent variables****Dependent variable****Figure 1: Conceptual Framework****RESEARCH METHODOLOGY**

The study adopted a descriptive survey design. The study's target population comprised of 27 CBP Managers, 15 donor agencies and 16574 beneficiaries totalling to 16, 616 respondents. Through Mugenda and Mugenda formula, a sample of 246 respondents was acquired. Primary data was collected through semi structured questionnaire while secondary data was collected through desk search techniques from the internet from past scholarly articles. Inferential and descriptive statistics was used to analyze data.

Results of the analysis were presented by use of tables and figures. Inferential statistics was used to establish the association between independent variables and dependent variable. The study used the regression model presented below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where; Y = Sustainability of donor funded community projects,  $\beta_0$  = Constant Term,  $\beta_1$ = Beta coefficients,  $X_1$ = Community participation,  $X_2$ = Financial administration,  $X_3$ = Community-level Training,  $X_4$  = Leadership and management,  $\epsilon$  = error term (residual term that includes the net effect of other factors not in the model and measurement errors in the dependent and independent variables).

## RESULTS

The study administered 246 questionnaires to the respondents and 174 questionnaires were filled and returned. This represented a response rate of 70.73% which according to Baruch (1999) is a good representation.

### Descriptive Findings and Analysis

#### Community Participation

The study established the frequency of respondent participation in local/community activities, like visiting donor funded community projects being implemented by World Vision, doing volunteer work and realized that 28.74%, participated in local/community activities, like visiting donor funded community projects being implemented by World Vision, doing volunteer work etc. on once a year basis while 17.24% and 14.37% participated on a monthly and weekly/6month basis respectively. Only 8.05% of the respondents never participated in local/community activities with a further 5.75% only participating in local/community activities on a daily basis. The findings imply that many people did not participate in local / community activities as frequently as on a daily or weekly basis but took longer than a month to do so.

**Table 1: Frequency of respondent participation in local/community activities**

Regularity of Participation	Frequency	Percent
Daily	10	5.75
Weekly	25	14.37
Monthly	30	17.24
Every 6 months	25	14.37
Once a year	50	28.74
Only once in the last 5 years	20	11.49
Never	14	8.05
<b>Total</b>	<b>174</b>	<b>100</b>



On the extent to which respondent status in his/her household or community had improved since the establishment of Garissa donor funded community projects in the area, it was realized that 37.36%, agreed that the status in his/her household or community had improved since the establishment of Garissa donor funded community projects in their area to a very great extent with a further 31.03% and 20.11% agreeing that their status had improved to a great and moderate extent respectively. Only 4.6% of the study respondents revealed that the status in his/her household or community had improved since the establishment of Garissa donor funded community projects in their area to a very low extent supported by a further 6.9% who indicated low extent. The findings therefore imply that majority of the study respondents believed that the status in his/her household or community had improved since the establishment of Garissa donor funded community projects in their area to a very great extent.

**Table 2: Extent to which respondent status in his/her household or community had improved since the establishment of Garissa donor funded community**

<b>Extent respondent status in household/community has improved</b>	<b>Frequency</b>	<b>percent</b>
To a very great extent	65	37.36
To a great extent	54	31.03
To a moderate extent	35	20.11
To a low extent	12	6.90
To a very low extent	8	4.60
<b>Total</b>	<b>174</b>	<b>100</b>

The likert scale results presented in table 3 indicated that 37.90% of the respondents had a mean 4.01 revealed that donor funded community projects leaders' vision affects sustainability of donor funded community projects to a great extent with a further 36.2% of the study respondents revealing that agreeing with the statement to a very donor funded community projects leaders' vision affects sustainability of donor funded community projects to a very great extent.

Only 9.2% of the study respondents indicated low extent with no respondents indicating that donor funded community projects leaders' vision affects sustainability of donor funded community projects to no extent. The low standard deviation value of <1 indicated low variation in responses on this statement. On the same note, majority of the study respondents, 79.90% revealed that community empowerment and community decision-making affects sustainability of donor funded community projects to a very great extent supported by the remaining 20.1% who indicated moderate extent. Further, majority of the study respondents, 82.2%, revealed that Programme planning, monitoring and evaluation affects sustainability of donor funded community projects to a very great extent.

However, 42% of the study respondents revealed that Leadership and management skills affects sustainability of donor funded community projects to a moderate extent with only 14.9% of the study respondents indicating a very great extent. Further, majority of the study respondents, 33.3%, revealed that Linkages between project components affects sustainability of donor funded

community projects to a great extent with a further 10.9% of the study respondents indicating very great extent and only 13.8% of the study respondents indicating no extent. However, the high standard deviation value  $>1$  indicates high variation in responses regarding the effect of Linkages between project components and sustainability of donor funded community projects. 42% of the study respondents who were the majority in this case revealed that mobilization of local resources affects sustainability of donor funded community projects to a moderate extent with 25.9% and 14.9% of the study respondents indicating great and very great extent respectively. Only 10.3% of the study respondents revealed that mobilization of local resources affects sustainability of donor funded community projects to no extent.

**Table 3: Community Participation**

Statements	No extent	Low extent	Moderate extent	Great extent	Very great extent	Mean	Std Dev
Donor funded community projects leaders' vision	0.00%	9.20%	16.70%	37.90%	36.20%	4.01	0.95
Community empowerment and community decision-making	0.00%	0.00%	20.10%	0.00%	79.90%	4.60	0.80
Programme planning, monitoring and evaluation	0.00%	0.00%	0.00%	17.80%	82.20%	4.82	0.38
Leadership and management skills	10.30%	6.90%	42.00%	25.90%	14.90%	3.28	1.13
Linkages between project components	13.80%	17.20%	24.70%	33.30%	10.90%	3.10	1.22
Supervision	0.00%	0.00%	0.00%	17.80%	82.20%	4.82	0.38
Mobilization of Local resources	10.30%	6.90%	42.00%	25.90%	14.90%	3.28	1.13
<b>Average</b>						<b>3.99</b>	<b>0.86</b>

### Financial Management

The findings on financial records auditing presented in table 4 indicated that 58.62% of the respondents acknowledged so revealing that there was financial auditing.

**Table 4: Whether project financial records of the respondents are audited**

Project financial records of the respondents are audited	Frequency	Percent
Yes	102	58.62
No	72	41.38
<b>Total</b>	<b>174</b>	<b>100</b>

The study also sought to establish whether the project managers are accountable for the project. According to results in table 5, it was realized that 63.22%, agreed that project managers are accountable for the project with 36.78% of the study respondents disagreeing with this statement. The findings therefore imply that project managers are accountable for the project.

**Table 5: Whether project managers are accountable for the project**

<b>Project managers are accountable for the project</b>	<b>Frequency</b>	<b>Percent</b>
Yes	110	63.22
No	64	36.78
<b>Total</b>	<b>174</b>	<b>100</b>

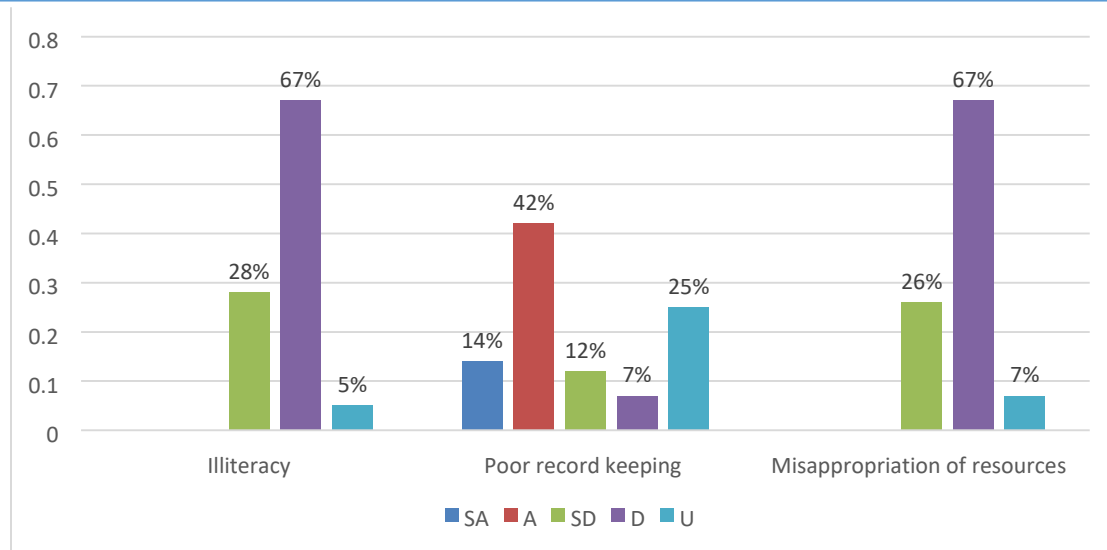
The study further sought to find out whether the project had experienced difficulties in financial management. The findings showed that 54.6% indicated that the project had experienced no difficulties in financial management with 45.4% revealing the contrary. The results imply that the project had experienced no difficulties in financial management.

**Table 6: Whether the project experienced difficulties in financial management**

<b>The project had experienced difficulties in financial management.</b>	<b>Frequency</b>	<b>Percent</b>
Yes	79	45.40
No	95	54.60
<b>Total</b>	<b>174</b>	<b>100</b>

On the same note, the study sought to establish factors that accounted for lack of financial skills in the implementation of donor funded community water projects captured in a likert scale and established that 67%, disagreed that illiteracy accounted for lack of financial skills in the implementation of donor funded community water projects with a further 28% of the respondents also strongly disagreeing.

The findings further revealed that majority of the study respondents agreed that poor record keeping accounted for lack of financial skills in the implementation of donor funded community water projects while majority of the respondents, 67%, disagreed that misappropriation of resources accounted for lack of financial skills in the implementation of donor funded community water projects. The results are presented in figure 2.



**Figure 2: Factors that Account for Lack of Financial Skills**

The findings on the rating for financial skills presented in table 7 showed that 36.2% strongly agreed that dependency on donor funds affects sustainability of donor funded community projects with a further 24.1% of the study respondents also agreeing with the statement. However, 16.7% of the study respondents were neutral regarding the effect of dependency on donor funds on sustainability of donor funded community projects. Only 9.8% of the study respondents strongly disagreed that dependency on donor funds affects sustainability of donor funded community projects as supported by a further 13.2% who also disagreed with the statement. The high standard deviation value  $>1$  indicates high variation in responses on the effect of dependency on donor funds on sustainability of donor funded community projects. Descriptive results further showed that majority of the study respondents, 51.1% strongly agreed that weak financial management skills affects sustainability of donor funded community projects. However, 20.1% of the study respondents were neutral regarding the effect of weak financial management skills on sustainability of donor funded community projects with only 6.9% of the study respondents strongly disagreeing. The standard deviation value of  $>1$  indicates high variation in responses on this statement. The findings further revealed that majority of the study respondents, 66.1% strongly agreed that corruption affects sustainability of donor funded community projects with a further 14.90% of the study respondents agreeing and only 5.2% of the respondents strongly disagreeing. The standard deviation value of  $>1$  indicates high variation in responses on this statement.

Majority of the study respondents, 33.3, % strongly agreed that political interference affects sustainability of donor funded community projects with a further 14.4% of the study respondents agreeing with this statement. However, 27% of the study respondents were neutral regarding the influence of political interference on sustainability of donor funded community projects and 8.6% of the study respondents strongly disagreed that political interference affects sustainability of donor funded community projects.

**Table 7: Financial Management**

Statements	Strongly disagree	Dis agree	Neutral	Agree	strongly agree	Mean	Std Dev
Dependency on donor funds	9.80%	13.20%	16.70%	24.10%	36.20%	3.64	1.35
Weak financial management skills	6.90%	21.80%	20.10%	0.00%	51.10%	3.67	1.45
Corruption	5.20%	8.60%	5.20%	14.90%	66.10%	4.28	1.21
Political interference	8.60%	16.70%	27.00%	14.40%	33.30%	3.47	1.33
Illegal procurement procedures	8.60%	1.70%	27.00%	48.30%	14.40%	3.58	1.04
<b>Average</b>						<b>3.73</b>	<b>1.28</b>

### Training

The results presented in table 8 for whether training was a determinant of project sustainability showed that 45.4% were of agreement, 30.46% of the study respondents who revealed that training affects Garissa donor funded community projects to a great extent. 16.09% of the study respondents revealed that training affects Garissa donor funded community projects to a moderate extent with only 8.05% indicating little extent.

**Table 8: Extent training affects sustainability of donor funded community projects in Garissa County**

Extent training affects sustainability of donor funded community projects	Frequency	percent
Very great extent	79	45.40
Great extent	53	30.46
Moderate extent	28	16.09
Little extent	14	8.05
No extent	0	0.00
<b>Total</b>	<b>174</b>	<b>100</b>

The likert findings presented in table 9 showed that 31.6% of the respondents revealed that management skills affects sustainability of donor funded community projects to a great extent with a further 30.5% of the study respondents revealing that management skills affects sustainability of donor funded community projects to a very great extent and only 9.2% indicating little extent and



a further 14.9% of the study respondents revealing that management skills do not affect sustainability of donor funded community projects.

The standard deviation value  $>1$  indicates high variation in responses regarding the effect of management skills on sustainability of donor funded community projects. The findings further showed that majority of the respondents, 42.5%, revealed that training on maintenance affects sustainability of donor funded community projects to a very great extent supported by 13.8% of the study respondents who revealed that training on maintenance affects sustainability of donor funded community projects to a great and 27.6% who revealed moderate extent. However, 12.1% of the respondents revealed that training on maintenance does not affect sustainability of donor funded community projects while 4% indicated little extent.

The findings also showed that majority of the study respondents, 52.9%, revealed that accountability affects sustainability of donor funded community projects to a very great extent with a further 27.6% indicating great extent and 7.5% of the study respondents revealing that accountability affects sustainability of donor funded community projects to a moderate extent. However, 8% of the study respondents indicated little effect while 4% revealed that accountability does not affect sustainability of donor funded community projects at all. The standard deviation value  $>1$  indicates high variation in responses regarding the influence of accountability on sustainability of donor funded community projects. The study results also showed that majority of the respondents, 31%, revealed that possession of evaluative skills affects sustainability of donor funded community projects to a very great extent followed by 25.9% of the respondents who revealed great extent and 10.9% of the study respondents who revealed that evaluation skills affects sustainability of donor funded community projects to a moderate extent while 8% of the study respondents revealed that evaluation skills does not affect sustainability of donor funded community projects. On an average therefore, majority of the study respondents, mean 3.65, revealed that training affects sustainability of donor funded community projects to a moderate extent. The standard deviation value  $>1$  indicates a high variation in responses regarding various statements on community level training variable.

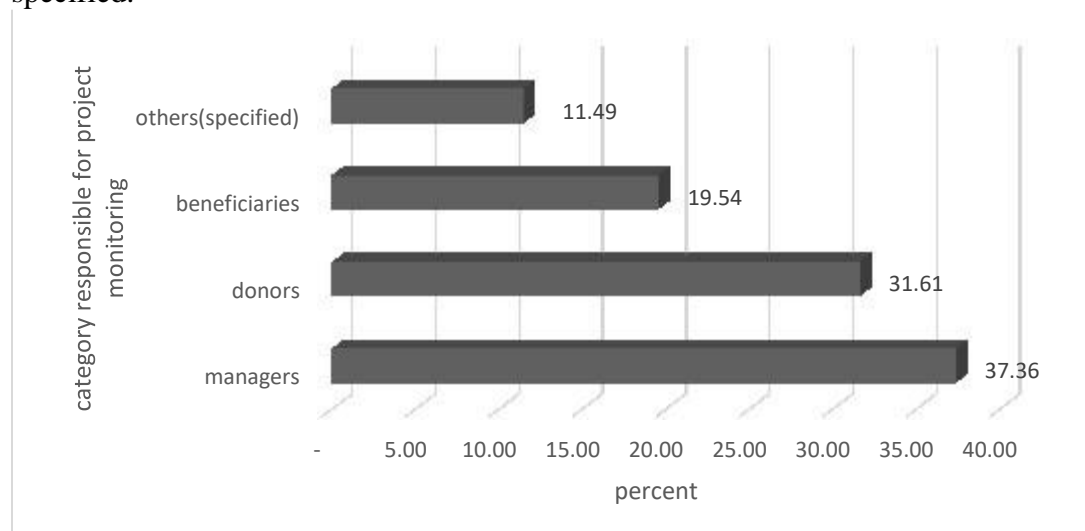
**Table 9: Effect of Training on sustainability of donor funded community projects**

Statement	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std Dev
Management skills	14.90%	9.20%	13.80%	31.60%	30.50%	3.53	1.40
Sustainability through maintenance	12.10%	4.00%	27.60%	13.80%	42.50%	3.71	1.37
Accountability	4.00%	8.00%	7.50%	27.60%	52.90%	4.17	1.12
Innovation	11.50%	15.50%	8.00%	54.60%	10.30%	3.37	1.20

Evaluation skills	8.00%	24.10%	10.90%	25.90%	31.00%	3.48	1.36
<b>Average</b>						<b>3.65</b>	<b>1.29</b>

### Leadership and Management

In establishing who were responsible for project monitoring, 37.36% revealed that CBP managers were responsible for project monitoring, followed by 31.61% of the study respondents who revealed that donors were responsible for project monitoring and evaluation as well as 19.54% of respondents who indicated beneficiaries. 11.49% of the study respondents revealed that the task of project monitoring and evaluation fell squarely on the shoulders of other individuals whom they specified.



**Figure 3: Project Monitoring Category**

In addition, the study sought to find out whether the project had been successful or unsuccessful in achieving its goals. Respondents were asked to present their assessment on whether the project had been successful or unsuccessful in achieving its goals based on overall level of success.

As shown in Table 10 and Figure 3, the findings revealed that majority of the study respondents, 43.1%, revealed that the project had been successful in achieving its goals followed by 25.86% of the respondents who revealed that the projects had been very successful in achieving goals while only 5.17% of the study respondents revealed that the projects had not been successful at all in achieving their goals. The results therefore imply that majority of the respondents felt that the projects had been successful in achieving their goals.

**Table 10: Whether the project has been successful in achieving its goals**

<b>Level of success in achieving project goals</b>	<b>Frequency</b>	<b>Percent</b>
Very successful	45	25.86
Successful	75	43.10
Not sure	30	17.24
Not very successful	15	8.62
Not successful at all	9	5.17
<b>Total</b>	<b>174</b>	<b>100</b>

Likert results presented in table 11 revealed that 47.7% of those who responded showed that communication of the project decisions taken affects sustainability of donor funded community projects with a further 19.5% of the study respondents strongly agreeing with the statement and 10.3% not sure. However, 8% of the respondents strongly disagreed that decisions taken affects sustainability of donor funded community projects supported by a further 14.4% of the respondents who disagreed. The standard deviation value  $>1$  indicates high variation in responses regarding the effect of communication of the project decisions taken on sustainability of donor funded community projects. The descriptive results further indicated that majority of the study respondents, 79.9%, strongly agreed that satisfactory flow of information affects sustainability of donor funded community projects with the remaining 20.1% of the study respondents not sure whether it does. However none of the study respondents disagreed that sustainability of donor funded community projects is enhanced by satisfactory flow of information. The standard deviation value  $>1$  indicates high variation in the responses. The study results also showed that majority of the study respondents, 78.2% and mean 4.78, strongly agreed that giving community members an opportunity to air their views concerning the progress of project affects sustainability of donor funded community projects with a further 21.8% of the respondents agreeing with the statement and none of the study respondents disagreeing. The standard deviation value  $<1$  indicates low variation in responses regarding the effect of giving community members an opportunity to air their views concerning the progress of project on sustainability of donor funded community projects.

The findings also indicated that majority of the study respondents, 56.3%, strongly agreed that holding project meetings involving community members affects sustainability of donor funded community projects with the remaining 21.8% of the study respondents agreeing with the statement. On average therefore, majority of the respondents, mean 4.41, agreed that leadership and management affects sustainability of donor funded community projects with the standard deviation value  $<1$  indicating low variation in responses on the various statements on the effect of leadership and management on sustainability of donor funded community projects.

**Table 11: Leadership and Management**

Statement	Strongly disagree	Dis agree	Not sure	agree	Strongly agree	Mean	Std Dev
Decisions taken are communicated to all involved in the project	8.00%	14.40%	10.30%	47.70%	19.50%	3.56	1.19
The flow of information in the project is satisfactory	0.00%	0.00%	20.10%	0.00%	79.90%	4.60	0.80
Project members are given opportunity to give their views on the progress of the project	0.00%	0.00%	0.00%	21.80%	78.20%	4.78	0.41
Project meetings are held including all members	0.00%	0.00%	0.00%	43.70%	56.30%	4.56	0.50
The progress of the project is communicated to the community	0.00%	0.00%	21.80%	21.80%	56.30%	4.34	0.82
Project challenges are arrayed before the community	0.00%	0.00%	20.10%	0.00%	79.90%	4.60	0.80
<b>Average</b>						<b>4.41</b>	<b>0.75</b>

The study sought to establish whether the donor funded community projects in Garissa County were sustainable. Using a likert scale, the findings presented in table 12 indicated that 79.9% strongly agreed that the donor funded community projects had resulted to improved standards of living with the remaining 20.1% of the study respondents moderately agreeing. The standard deviation value <1 indicates low variation in responses regarding this statement.

The findings also revealed that all the study respondents strongly agreed that the donor funded community projects had resulted to high income levels for Garissa county residents with the standard deviation value =0 indicating no variation in responses regarding this statement. The findings also revealed that majority of the study respondents, 71.3%, strongly agreed that the donor funded community projects had resulted to growth in revenues with a further 25.3% of the study respondents agreeing that donor funded community projects had resulted to growth in revenues and 3.4% of the study respondents moderately agreeing with the statement.

The results also revealed that majority of the study respondents, 39.7%, strongly agreed that the donor funded community projects had resulted to improvement in profitability with a further 9.8% of the study respondents also agreeing with the statement and 30.5% moderately agreeing.

The descriptive results on Sustainability of donor funded community projects in Garissa County also revealed that majority of the study respondents, 85.6%, agreed that the donor funded

community projects had resulted to increased number of beneficiaries supported by a further 10.9% of the respondents who strongly agreed. None of the study respondents disagreed with the statement while the standard deviation value  $>1$  indicating high variation in responses regarding profitability. On average therefore, majority of the respondents, mean 4.37, agreed that the donor funded community projects in Garissa were sustainable. The standard deviation value  $<1$  indicates low variation in responses regarding Sustainability of donor funded community projects in Garissa County.

**Table 12: Sustainability of Donor Funded Community Projects**

Statement	Dis agree	Moderately agree	Agree	Strongly agreed	Mean	Std Dev
Improved standards of living	0.00%	20.10%	0.00%	79.90%	4.60	0.80
High income levels	0.00%	0.00%	0.00%	100.00%	5.00	0.00
Recorded growth in revenues	0.00%	3.40%	25.30%	71.30%	4.68	0.54
Profitability	20.10%	30.50%	9.80%	39.70%	3.49	1.50
Increased number of beneficiaries	0.00%	3.40%	85.60%	10.90%	4.07	0.37
<b>Average</b>					<b>4.37</b>	<b>0.64</b>

### Correlation analysis

The study findings presented in table 13 showed that a positive and significant relationship between community participation and sustainability of donor funded community projects in Garissa County ( $R = 0.486$ ,  $\text{Sig} < 0.05$ ) which shows that an improvement in various indicators of community participation such as donor funded community projects leaders' vision, community empowerment and community decision-making, programme planning, monitoring and evaluation, leadership and management skills, establishment of linkages between project components, supervision and mobilization of local resources will result to positive and significant effect on sustainability of donor funded community projects in Garissa County. Accordingly, these findings are consistent with the study results and arguments of Brett (2012). The findings of the study also revealed a positive and significant association between financial management and sustainability of donor funded community projects in Garissa County ( $R = 0.416$ ,  $\text{Sig} < 0.05$ ).

The findings of the study on financial management imply that an improvement in some of the indicators that define financial management such as reduced dependency on donor funds, strong financial management skills, reduced levels of corruption and funds embezzlement, freedom from political interference and reduced cases of illegal procurement procedures will all result to positive and significant effect which agrees with Bolt and Fonseca (2001).



Study findings further revealed that community level training and sustainability of donor funded community projects in Garissa County are positively and significantly connected ( $R = 0.331$ ,  $\text{Sig} < 0.05$ ) implying that a positive change in community level training indicators such as management skills, knowledge on the need for sustainability through maintenance, accountability, innovation and evaluation skills will all cause a significant improvement in sustainability of donor funded community projects in Garissa County. Accordingly, the findings are consistent with the results and arguments of Weinberg (2015). The final correlation results revealed that leadership and management and sustainability of donor funded community projects in Garissa County are positively and significantly connected ( $R = 0.504$ ,  $\text{Sig} < 0.05$ ) implying that a positive change in leadership and management indicators such as ensuring decisions taken are communicated to all involved in the project, maintaining a satisfactory flow of information on the project, giving project members an opportunity to give their views on the progress of the project, involving all community members in project meetings, regularly communicating progress of the project to the community and arraying challenges facing the project before the community will result to positive and significant change in sustainability of donor funded community projects in Garissa County. The findings are consistent with the argument by Mwangi (2010) that donor funded projects will perform better where the project managers have the required leadership and managerial skill. Technical skills will enable the managers to supervise the staff in a better way hence they will perform better.

**Table 13: Correlation Analysis**

Correlations		Community participation	Financial management	Training	Leadership and management	Project sustainability
Community participation	Pearson Correlation	1				
	Sig. (2-tailed)					
Financial management	Pearson Correlation	0.035	1			
	Sig. (2-tailed)	0.649				
Training	Pearson Correlation	0.057	-0.05	1		
	Sig. (2-tailed)	0.451	0.515			
Leadership and management	Pearson Correlation	.353**	0.122	.417**	1	
	Sig. (2-tailed)	0.000	0.108	0.000		
Project sustainability	Pearson Correlation	.486**	.416**	.331**	.504**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	174	174	174	174	174

**\*\* Correlation is significant at the 0.01 level (2-tailed).**

The model summary results as presented in Table 14 revealed that the four independent variables jointly had a strong positive influence on sustainability of donor funded community projects in Garissa County as supported by a joint Pearson correlation of 0.732. The coefficient of determination (R-square) was 0.536 implying that the four variables (community participation,

financial management, training and leadership and management) jointly account for up to 53.6% of the variation in sustainability of donor funded community projects in Garissa County.

**Table 14: Model Summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
.732	0.536	0.525	0.2904
a Predictors: (Constant), leadership and management, financial management, community participation, training			

The ANOVA findings presented in Table 15 indicated a significant F statistic which indicates that the model was significant (fit) and can be used to predict projects sustainability. The four variables of community participation, financial management, training and leadership and management used in this study are therefore suitable factors in predicting sustainability of donor funded community projects in Garissa County. The model significance results are presented in Table 4.16.

**Table 15: ANOVA (Model Significance)**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	16.443	4	4.111	48.73	.000
Residual	14.257	169	0.084		
Total	30.7	173			

a Dependent Variable: sustainability of donor funded projects

b Predictors: (Constant), leadership and management, financial management, community participation, training

The regression results as presented in Table 16 reveal that community participation positively and significantly influences sustainability of donor funded community projects in Garissa County (Beta = 0.324, Sig < 0.05). This implies that a unit increase in various indicators of community participation such as donor funded community projects leaders' vision, community empowerment and community decision-making, programme planning, monitoring and evaluation, leadership and management skills, establishment of linkages between project components, supervision and mobilization of local resources will result to a 0.324 unit effect in sustainability of donor funded community projects in Garissa Count. The results are consistent with Brett (2012). The findings further shows that financial management positively and significantly influences sustainability of donor funded community projects in Garissa Count (Beta = 0.212, Sig < 0.05) implying that an improvement financial management indicators such as reduced dependency on donor funds, strong financial management skills, reduced levels of corruption and funds embezzlement, freedom from political interference and reduced cases of illegal procurement procedures will lead to a 0.212 unit positive and significant improvement in sustainability of donor funded community projects in Garissa Count. Accordingly, the findings of the study are consistent with Bolt and Fonseca (2001).

The regression results further revealed that community level training positively and significantly affects sustainability of donor funded community projects in Garissa Count (Beta = 0.117, Sig <0.05) implying that an improvement in community level training practices such as management skills, knowledge on the need for sustainability through maintenance, accountability, innovation and evaluation skills will result to 0.117 unit improvement in sustainability of donor funded community projects in Garissa Count. The findings are consistent with Weinberg (2015). The regression results finally reveal that leadership and management had a positive and significant influence on sustainability of donor funded community projects in Garissa Count (Beta = 0.276, Sig < 0.05).

This implies that a unit improvement in leadership and management indicators such as ensuring decisions taken are communicated to all involved in the project, maintaining a satisfactory flow of information on the project, giving project members an opportunity to give their views on the progress of the project, involving all community members in project meetings, regularly communicating progress of the project to the community and arraying challenges facing the project before the community will result to a 0.276 unit improvement in sustainability of donor funded community projects in Garissa Count. The findings are consistent with Mwangi (2010).

**Table 16: Regression Coefficients**

Predictor Variables	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
(Constant)	0.643	0.306		2.104	0.037
Community participation	0.324	0.048	0.379	6.728	0.000
Financial management	0.212	0.029	0.387	7.275	0.000
training	0.117	0.029	0.234	4.015	0.000
Leadership and management	0.276	0.077	0.225	3.589	0.000

Dependent Variable: sustainability of donor funded projects

The optimal regression model becomes

**Sustainability of donor funded community projects = 0.643 + 0.324 community participation + 0.212 financial management + 0.117 community level training + 0.276 leadership and management.**

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## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the study findings, the study concluded that an improvement in various indicators of community participation such as donor funded community projects leaders' vision, community empowerment and community decision-making, programme planning, monitoring and evaluation, leadership and management skills, establishment of linkages between project components, supervision and mobilization of local resources will result to positive and significant effect on sustainability of donor funded community projects in Garissa County. The study also concludes that an improvement in some of the indicators that define financial management such as reduced dependency on donor funds, strong financial management skills, reduced levels of corruption and funds embezzlement, freedom from political interference and reduced cases of illegal procurement procedures will all result to positive and significant effect on sustainability of donor funded community projects in Garissa County.

Another conclusion that can be made by the study is that an improvement in various indicators of community level training such as improvement in management skills, gaining sufficient knowledge on the need for sustainability through maintenance, improving accountability standards, boosting innovation and evaluation skills will all cause a significant improvement in sustainability of donor funded community projects in Garissa County. The study finally concludes that a positive change in leadership and management indicators such as ensuring decisions taken are communicated to all involved in the project, maintaining a satisfactory flow of information on the project, giving project members an opportunity to give their views on the progress of the project, involving all community members in project meetings, regularly communicating progress of the project to the community and arraying challenges facing the project before the community will result to positive and significant change in sustainability of donor funded community projects in Garissa County.

### Recommendations of the Study

The study recommends that in order for Garissa County to improve sustainability of donor funded community projects in Garissa County, there is need for improvement in some of the indicators that define community participation such as donor funded community projects leaders' vision, community empowerment and community decision-making, programme planning, monitoring and evaluation, leadership and management skills, establishment of linkages between project components, supervision and mobilization of local resources will result to positive and significant effect on sustainability of donor funded community projects in Garissa County. The study also recommends that in order for the county of Garissa to attain sustainability of donor funded community projects, there is a pressing need for improvement in some of the indicators that conceptualize financial management such as reduced dependency on donor funds, strong financial management skills, reduced levels of corruption and funds embezzlement, freedom from political interference and reduced cases of illegal procurement procedures will all result to positive and significant effect on sustainability of donor funded community projects in Garissa County.

The study also recommends that in an attempt to improve on sustainability of donor funded community projects, there is need for improvement in various indicators of community level training such as improvement in management skills, gaining sufficient knowledge on the need for sustainability through maintenance, improving accountability standards, boosting innovation and evaluation skills will all cause a significant improvement in sustainability of donor funded community projects in Garissa County. The study finally recommends that for the county of Garissa to attain satisfactory level of sustainability of donor funded community projects, such practices as a positive change in leadership and management indicators such as ensuring decisions taken are communicated to all involved in the project, maintaining a satisfactory flow of information on the project, giving project members an opportunity to give their views on the progress of the project, involving all community members in project meetings, regularly communicating progress of the project to the community and arraying challenges facing the project before the community may need to be put in place.

### **Acknowledgement**

First and foremost I wish to acknowledge and thank the Almighty God for his love, blessings ,favour and gift of life, for providing me with good health and all my needs and to all those who helped me in one way or the other enabling me to undertake this project. I wish to sincerely express my gratitude to my supervisor Dr Allan Kihara for the support, guidance, encouragement, patience, availability for consultations at short notice and understanding during this challenging time of writing this project. Thank you and may the Almighty God continue to shower you and your families with great love. I am also grateful to my family who shared extra burden of taking care of things as I pursue this noble task.



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