

# **FACTORS INFLUENCING SUSTAINABILITY OF COMMUNITY BASED COUNTY PROJECTS IN KENYA: A CASE OF ISIOLO NORTH SUB COUNTY, ISIOLO COUNTY**

**Muriuki Dennis Kaimenyi**

Master of Arts in Project Planning and Management, University of Nairobi, Kenya

**Dr. Luketero Stephen Wanyonyi (PhD)**

Senior Lecturer, School of Mathematics, University of Nairobi, Kenya

©2019

**International Academic Journal of Information Sciences and Project Management  
(IAJISPM) | ISSN 2519-7711**

**Received:** 24<sup>th</sup> May 2019

**Accepted:** 31<sup>st</sup> May 2019

Full Length Research

**Available Online at:**

[http://www.iajournals.org/articles/iajispm\\_v3\\_i3\\_164\\_184.pdf](http://www.iajournals.org/articles/iajispm_v3_i3_164_184.pdf)

**Citation:** Kaimenyi, M. D. & Wanyonyi, L. S. (2019). Factors influencing sustainability of community based county projects in Kenya: A case of Isiolo North Sub County, Isiolo County. *International Academic Journal of Information Sciences and Project Management*, 3(3), 164-184

## **ABSTRACT**

This study intended to determine the factors influencing sustainability of community based county projects. This study aimed to highlight the factors that influence the sustainability of the community based county projects. The study focused on four key objectives which will were to establish how community participation influences sustainability of community based projects, to identify the extent funding influences sustainability of community based county projects, to identify how capacity building influences sustainability of community based county projects and to establish the role of project implementers on the sustainability of community based county projects. This study would contribute greatly to identify to the factors why most community based projects are more likely to end after donor exits. The study would be used as a policy making document for understanding the different roles to be played for sustainability of projects to be obtained. The study is organized into five chapters. Chapter one introduces the study and gives the objectives of the study. Chapter two reviews existing literature on the study topic and identify the knowledge gap. Chapter three gives the research

methodology for the study. Chapter four gives the discussion of the data with the presentation being in table format. The researcher used descriptive analysis and both qualitative and quantitative data was collected. The target population for this study was 2420 respondents. This study adopted the stratified sampling technique. The sample size (n) was 343 respondents. The data was collected using a self-administered questionnaire. The primary data was analyzed through the statistics package for social sciences (SPSS). The findings of the study revealed that community participation is crucial in the undertakings of projects. Funding, capacity building and project implementers were also found to be crucial aspects of factors influencing sustainability. The study recommended regular monitoring and evaluation to ensure projects meets the needs of the community while also involvement of different stakeholders for the betterment of the community. The project managers ought to have the technical skills to identify ways to resource mobilize and also to ensure the project is able to continue even after the exit of donors.

**Key Words:** *sustainability, community based county projects, Isiolo North Sub County, Isiolo County, Kenya*

## **INTRODUCTION**

Development is a concept that is of great concern to communities and the globe have embraced this agenda with not only the implementation of Millennium Development Goals (MDGs OF 2000 but also the sustainable development goals of 2015. The United Nations' defines community development as the process that is meant to provide conditions of economic and social progress for the entire community. The potential to change the community through community based projects. Murphy (2011) contends that community

based projects play different aspects of life for instance food security, nutrition, health, sanitation, education and environmental issues.

### **Community Development Projects**

Poverty has remained a challenging issue in many developing countries with many residents living below the poverty line. According to Rono (2001) approximately 42% of the 525 million people in sub Saharan Africa live below poverty line of US \$ 370 per capita. In Kenya the report by the Agricultural sector development support programme (ASDP) 2016 notes that rural areas poverty stood at 53.9% countrywide while 49.3% stand for urban poverty.

In Kenya community development projects are wide spread in different counties while undertaking different initiatives. The Japan International Agency (JIA) in 2010 undertook to deal with water shortage by assisting in construction of boreholes in Kisii. (Kisii, com, 2011)The Swiss Development Cooperation (SDC) worked with Garissa County to construct four sustainable dams, six shallow wells and eight ventilated latrines so that they could solve the problem of water and sanitation. This project was completed and handed over to the communities.

The Government of Kenya has taken a lead in undertaking community based projects through the initiatives such as constituency fund for development. The CDF was established through the CDF Act 2003 which is meant to undertake development projects. The fund has been able to facilitate the renovation or creating of new water, health and education facilities in the entire country.

Community Development projects become successful when to a large extent there is involvement of the community and mobilization of resources. At the global stage international agencies such as World Bank are advocating for capacity building, establishing sound community development structures and ensuring active participation in projects management (World Bank, 2009)

At the regional level, Africa is viewed as having a lower capacity to establish development goals, to prioritize among them and to be able review plans so as respond to the results achieved.(WHO,2010).This implies that there is low level of participation and a lack of community capacity on the development process. The Paris Declaration on aid effectiveness and World Bank report observes that capacity to manage, implement, plan and account for results in development projects is a big challenge in Africa (WHO, 2010)

In Kenya, citizen participation is a top priority for the government in dealing with matters addressing the citizen (GOK, 2010).The needs of the citizen should be on regarded on sensitization and education being part of the development programme. According to Ahmad (2005) he observes that in the period between 1980 and 2005 over 75 countries that had tried to transfer responsibilities of the state to lower tiers of governance. Brinkerhoff (2007) notes that decentralization has evolved from transfer of resources and functions to advance

administrative and service delivery results to the recent shift of government's relationship with the citizens.

The focus for any devolved units should therefore not only be administrative functions but also target community participation in ensuring that the undertaken projects are sustainable. The role of community based projects cannot be underestimated as they play a key role in education, water, sanitation, healthcare, agriculture, spiritual nurture, community capacity building and microenterprise development.

The county government funds these initiatives with coordination with the NGOS so as to set up community based development projects. However most of the projects activities collapse following the exit of the donors. The world vision (2009) findings states that community development projects have failed to sustain themselves, and are not self-reliant. The communities have failed to continue running these projects after the donors exit.

Isiolo County is prone to poverty mainly as a result of prolonged dry spells and unreliable weather .This has led to many initiatives for the community based projects such as world vision, Care international, Child welfare, Ripples International, Red Cross, Islamic Relief, Compassion International and many others.

Wanjohi (2010) notes that most of the community development projects that are initiated do not exist more than two years after withdrawal of support from the donor aid. This is alarming since the idea and the dreamers of the initiatives were of the mind that the projects are able to continue for long to serve the community.

The funding of the community projects also comes into question as most of the projects funded in Isiolo for the community are done through the NGOS. The projects may include construction of boreholes, renovating of boreholes, irrigation, micro enterprise initiatives, orphans rescuing, education, and WASH programs .Most of this community projects in Isiolo are funded by the NGOs who have their respective timelines and results to be achieved. Once the NGOs complete the projects they hand in the projects to the county government.

This research thus seeks to address the aspects that influence the sustainability of community based county projects in Isiolo County.

### **Isiolo County Profile**

Isiolo County lies on the lower eastern region of Kenya. It borders Marsabit County to the North, Samburu and Laikipia Counties to the West, Garissa County to the South East, Wajir County to the North East, Tana River and Kitui Counties to the south and Meru and Tharaka Nithi Counties to the south West. It has two constituencies namely Isiolo North and Isiolo South .Isiolo North constituency has seven wards which are wabera, Bulla pesa, Chari, cherab, Ngaremara, Burat and Oldonyiro. Isiolo South constituency on the hand has three wards namely Sericho, Kina and Garbatulla.

**Table 1: showing Isiolo Sub-county with area and wards**

<b>Sub-county</b>	<b>Area(km)</b>	<b>Wards</b>
Isiolo North	3,269	Wabera; Bulapesa; Burat; Ngaremara; Oldonyiro
Merti	12,612	Chari; Cherab
Garbatulla	9,819	Kinna; Garbatulla; Sericho
Totals	25700	10

Source: (Kenya National Bureau of Statistics, 2013)

It is clear that Isiolo sub county has the smallest area coverage but with a large number of wards. What is clear is that Isiolo sub county has many wards which means the population is large.

## **PROBLEM STATEMENT**

The promulgation of the 2010 constitution brought with it a vast number of changes. Among the changes are the creations of the devolution units. The county governments are required to serve the community at the local level. Each county unit receives national funding to ensure it meets the essentials of the community at each level. With this comes a greater responsibilities by the county government to address the needs and this requires consultation with the community. This has led to a myriad of challenges as the county government is accused of neglecting the needs of the community. The county government is further accused of stating projects that are not discussed or priorities of the community. The county government is further accused of conducting ghost projects that are not able to be sustainable. Greater community participation is a recipe for greater project outcome and further enables sustainability to be achievable. Silo is a county full of development agencies who have been accused of much good intention. However the projects undertaken have been accused of being unsustainable. The nexus between the county government and NGOS is lacking as there are duplication of projects, The NGOS on the other hand have been accused of leaving Projects to the county government for continuance while the project have been termed unsustainable. There is therefore a knowledge gap in the research of factors affecting the sustainability of community based county projects at Isiolo County. This is so because there hasn't been a similar research done before.

## **PURPOSE OF THE STUDY**

The purpose of this research is to evaluate the factors influencing sustainability of community based county projects in Kenya: A case of Isiolo North Sub-county, Isiolo County.

## **RESEARCH OBJECTIVES**

1. To establish how community participation affects sustainability of community based projects in Isiolo County
2. To identify the extent funding influences sustainability of community based projects in Isiolo County

3. To identify how capacity building influences sustainability of community based projects in Isiolo county
4. To establish the role of project implementers on the sustainability of community based projects in Isiolo County

## **LITERATURE REVIEW**

### **Concept of Sustainable Development**

The term sustainable development can only be defined if the two terms development and sustainable are well understood. Development is understood by Todaro and Smith (2006) as representing a wholesome kind of change that will enable society to move away from what is considered as unsatisfactory conditions towards better quality. Sharpley and Telfer (2002) echo this definition by contending that development can be adopted into explaining the process within which a society moves from one varied conditions. The real essence within which sustainable development was brought out was that governments were concentrating more on the economic gains while suffocating other critical areas such as environment, culture and society. The term sustainable development can be traced from the Bruntland report of 1987 "our common future" that defines sustainable development as "development that meets the needs of the present without necessarily compromising the need of the future generation to meet their own needs". The organization for economic co-operation and Development (OECD) echoes this definition by contending it as "a development path along which the maximization of human wellbeing for the modern generation does not lead to deteriorations in future wellbeing" (OECD,2008). The focus of sustainable development therefore shifted to how to maximize the economic development and at the same time hasten environmental conservation. Elliot (1998) contends that sustainable development has two primary components that are key. The first entails the concept of needs and subject wellness where the poor need to acquire special priority. The second it entails the acknowledgment of technological and sociological limitations within which the environment has to meet the current and future needs.

Project sustainability can then be termed as the ability of projects that were supported through funds to continue to realize the same benefits even after external funding ends. Projects that are sustainable can even expand to provide benefits for a period of time. This will not matter if special support of financial, technical and managerial aspects has been phased out. The assumption is that the project continues long after outside support is withdrawn. Aras and Crowther (2008) notes that the considerations for sustainability include community influence, environmental impact, organizational culture and finances. In this report we are going to explore the following factors for project sustainability, community participation, and funding, capacity building and project implementers of the projects.

## **Role of Community Based Approach to Development**

According to Mikkelsen (2005) community participation can be categorized into three different ways; active, passive and interactive. Active participation is viewed as when participation is open and members actively participate in all the stages of the project. This may be part of the decision making and implementation of the projects done. Passive participation is when the community is never involved in the activities and they are only informed of what to expect or what has already transpired. Interactive participation is when community takes part in the planning process and they take charge of their development process.

Callaghan (1997) notes that development is not only about service delivery to a passive citizenry. He contends that it is about participating actively and growing empowerment. The end result of community participation is empowerment of the community which makes it possible for the individuals to understand their circumstances and social reality (David et al, 2009). According to Kotze(1997) a people centered approach enhances self-reliance among the communities .This means that a development that is people centered ensures that the people are enhanced their capacities such that they participate in the development process.

## **Community Participation and Project Sustainability**

According to Katz and Sara (1997) community based approach significantly raised sustainability. Sustainability was achieved where the community was able to access information, have control over funds, capacity build at all levels, and have quality projects. Wanjohi (2010) notes that when the community feels the sense of duty and are able to maintain the flow of results from a project for their own good than they will always feel “we are capable” notion. This then enhances their self-esteem and therefore making them more willing to get involved in any other project.

It is clear from the discussions that project sustainability can be achieved if there is an implementation of community based approach. For sustainable development to be achieved it is vital for the community to play a role. They should be able to define the development themselves by being able to be active participant. Without the community the concept of sustainability may be hard to define or the community may not take the responsibility of the development process. At the local level, we need to see development as one that supports impacts to the poor people. This will be attained by local economic development that supports community life using local talents and resources from the local community.

## **Capacity Building and Project Sustainability**

The term capacity building means the ability to develop independence of the community so as the same community can be able to take over the project once the project comes to an end. Temali (2012) resolves that the role of capacity building ought to be to enable different stakeholders from individuals to government officers to work together so as to solve common problems.

The concept of capacity building requires one first to identify what resourcefulness is there. This is in terms of identifying the existing capacity which maybe in terms of human resource, social resource and financial resource (Temali 2012),Financial resource will include the knowledge of where one to get resources from and how to raise the resources. It may also include the knowledge of existing opportunities that one can use to attain financial support. Human resources on the other hand refer to development of individuals in skills as well as their motivation as individuals and as teams. Social resource infers to the shared trust and participation structure.

Capacity building strives to ensure that individuals, organizations or groups are able to solve complex problems and also able to perform key functions which enable they achieve a particular objective. This will lead to a general empowerment of the community which will lead to the project becoming sustainable (Langran, 2002). Empowering of the community 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.

Weinberg (2008) notes that community based projects are complex and call for a multidimensional management approach. To attain sustainability, the institutions and management that are implementing the project need to be empowered, skilled and have capital. The World Bank (2008) defines empowerment as the process of enhancing the capacity of a group or individual to be able to make choices that lead that have desired outcomes. Mc Dade (2004) argues that good management practices will enable the project to utilize local resources and also the capacity to exist outside the resources.

Good management extends beyond skills and is able to capture technical and expertise which will enhance the completion of the project. It is therefore viable to have institutions that are well equipped so as to enhance proper implementation. Good management encourages the community participation and involvement in all the processes of the project implementation. This in turn builds trust, commitment and action for the community to want the project to continue even after exit of external support.

### **Funding and Sustainability of Community Based Projects**

Funding is a vital element in any project and also for ensuring project sustainability. This means identifying resources that should be available for the projected future and minimizing the project failure at the same time. Funding that is inadequate make the project lack the capability to be sustained. Holder and moore(2000) subscribe to idea of developing local resources and also emphasizing the need for local capacities to be enhanced to be able to generate funds after external ceases. There is need to plan for future funding which should be done early with the emphasis on continuous needs assessment during the life of project. This will assist the project to reinvent itself according to the funding qualification of donors.

Today a lot of NGOS are finding it difficult to find sufficient, appropriate and continuous funds for their work. According to UNDP (2006) most of the organization prefers to look for financial assistance externally instead of even sourcing for local. There is demand for prudent



financial management practices which include the practice of handling fiscal assets, comprising of accounting and financial reporting, budgeting, collecting accounts receivable, managing risk and insurance for business (Mwaura & Ngugi, 2014)

It is clear that funding is vital player in ensuring the continuity of projects. Financial management plays a critical role in ensuring sustainability. This is so because it ensures that the project continues even after exit of donors. Prudent management should be done in terms of selecting the qualified trained staff for management of community based projects. A proper accounting practice also ensures that the project becomes accountable and this ensures that it gains trust from people as reliable and effective in delivering the desired outcome.

To be able to sustain sustainability there should be inputs from the local environment while at the same time maintaining a feedback relation between the inputs and the outputs through the structures' technology. Culture implies that a sustainable project should be able to adapt to changes process (Ebner & Baumgartner, 2010). These changes include the environment changes and the stakeholder's demands. The materials sought after should be readily available and also they should be easily reliable for supply and easily exploited.

The idea of use of local resources makes it possible for the project to minimize project costs and also for the project to be convenient for the community. The project should effectively utilize locally available labor and technological experience (Temali, 2012). The raw materials should be a reliable supply and not a seasonal thing; this will totally benefit the project as it will prevent the project from running the risk of failure.

### **Project Implementer's Sustainability of Community Based Projects**

Barron and Barron (2013) notes that for a successful outcome their needs to be engagement between stakeholders, project staff, and the community. The involvement 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 (ALNAP,2009).The community participates through establishment of committees for implementation of phases or a steering committee for Overall management such as water committees. The presence of steering committee enables the committee to feel empowered and they are able to actively participate in the project implementation (African Development Bank, 2001).This active participation improves the chances of project sustainability.

Mulwa (2010) 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 service delivery and also 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 which assists in the improvement of practices, and also provide a platform for accountability. The results realized from the projects can also be analyzed so as to ascertain whether the objectives have been achieved. According to Rossi (2004) evaluation focuses on being systemic and objective on the project as a whole or a phase of it after it's completed. The role of this is to enable one to detect whether there are any deviations from the plan and allow for early corrections. Evaluations play a critical role to assess whether the project is relevant to the community needs.

The effectiveness of the mediations and the impacts being realized from the project permits the project manager to analyze the anticipated sustainability levels of the project (JunBeum, et al 2007). For assessment to be effective there is need for it to be participatory. This implies taking into consideration key opinion of stakeholders. This will allow the project managers to look at what stakeholders have to say and what they worry about. This makes the project more appreciated and even more accountable (Lipman, 2004)

Berkun (2005) contends that for equitable distribution of resources to be evaluated, monitoring and evaluation is effective in doing this. Monitoring and evaluation calls for a high level of coordination at the management level as well as at the shareholder level. The performance of the community based project is pegged on sustained monitoring and evaluation. Target setting ought to be done by all stakeholders so that there can be commitment towards a common goal.

Stephen (2000) contends that giving feedback on the progress of community projects to the beneficiaries enhance transparency and accountability. This develops a sense of trust with the project management and thus the community can contribute freely their funds. Boyer et al (2008) notes that project progress reporting should be held customarily and the local community equipped to actively participate. He adds that the community should be given a chance to query on the progress of the community projects. This he contends will reduce the chances of misappropriation of project resources.

Suchman (2007) provide the reasons of evaluation of project by the community as; to judge the worth of projects being undertaken; to estimate usefulness of attempts to improve programs; to increase the effectiveness of management; to delay a decision and to justify and legitimize already made decision.

## **THEORETICAL FRAMEWORK**

### **Asset Based Community Development Model**

The term Asset Based Community Development Model or commonly referred to as ABCD was created by the work of Jody Kretzmann and Jon Mc Knight (Kretzman,2003). Mc Knight began thinking about how a community could be self-sustaining through focussing on what they have instead of what they lack from this point.

The ABCD approach is built on three elements. This includes emphasis on gifts, Associational life and powering the community's at large. According to the ABCD method focussing on the people's gifts implies giving attention to their talents, resources and assets.

The second insight from ABCD elaborates on the limitations of systems. Kretzmann and McKnight consider a system as being an organized group of funded and well-resourced professionals who operate in the domain of cases, clients, and services. Talk to any poor or vulnerable person and they shall give you a list of the services they have will have received. They are well serviced, but you often have to ask what in their life has fundamentally changed. The option identified by ABCD to a model is what they call "associational life." Groups of people voluntarily coming together to do some good.

The third concept believes in the citizen to solve problems for themselves. This is a vital point that Mc Knight noted in ensuring that there is sustainable developments. This is even more when the citizens establish that they need not wait for professionals or elected leadership so as to take action. This focuses on the citizens taking steps on their own. According to Tamas (2000) when community develops it is able to employ community structures to address social needs and empower groups of people to take charge of issues affecting them.

This approach faces challenge from another approach named deficit approach to community. In this approach the community is viewed as lacking the necessary skills to sustain themselves and has to rely on external assistance for help(ILO 2012).The community in this regard need to be taught new skills and are viewed as victim of problem. This approach according to Adhiambo & Shikuku (2012) is likely to be unsustainable. He proposes an asset based approach where the community has the skills to work, method of capacity building is progressive and communication is two way.

The view of capacity building admits that the communities have resources, skills, knowledge, talent and expertise that are critical for sustainability. This approach views the community as an equal partner who needs to be engaged at all levels of development at the community. This approach challenges the community to create new and positive relationships established on trust and mutual benefit which are key for development sustainability.

### **Freirean Theory of Dialogue**

This theory was introduced by Paulo Freire (1970) who states that dialogue is essential to liberation and education of the masses. This he contends can be done through challenging the historical held methods through the use of critical thought. Critical thought according to Freire has the use of questioning the already established routines. This helps in establishing new systems that assist to better address the needs of the community concerning the project so as to better their lives. The emphasis of critical thought is to raise consciousness and give collaborative action to the community members so that they can be motivated to act.

Freire offers an insight into dialogue where he contends that it is not enough for people to dialogue only but they must also act together upon their environment in order to reflect upon their reality. Freire insists that those who commit themselves to representing the community must reflect and ensure that they are called to serve and be reborn to ensure that they have the people interest at heart. Freire notes that dialogue should be held amongst equal participants. This he contends must be under the principles of mutual respect, love and commitment. He states that those with knowledge have the gift given and they ought to educate those who are considered as having no knowledge.

Freire concept of dialogue is intriguing as it provides for a platform for the community to participate in the key decision of the projects. The community therefore have the responsibility of critical thought that will ensure that empowerment is done. The concept of capacity building should be reflected where community ought to be educated by those with knowledge. Sustainability is then attainable in this context when we embrace critical thought that embraces equality, community participation, and use of local resources to provide for local solutions to local problems.

## **RESEARCH METHODOLOGY**

### **Research Design**

The research design used in this research was descriptive design which utilized questionnaires that were guided by the objectives of the research which answered the research questions. According to Mugenda and Mugenda (2003) descriptive research is the process within which data is collected so to test hypotheses or be able to answer questions relating to the current status of the subjects in the study. They further argue that a descriptive research defines and reports about the way things are done and is able to help the researcher to describe a phenomenon in terms of attitude, values and characteristics. Mugenda and Mugenda (2003) contend that descriptive research is able to compose the objectives of the study, design methods of data collection and the results are analyzed. This research utilized this method due to the descriptive nature of the research so as to establish the factors affecting the sustainability of community based county projects in Kenya; A case of Isiolo North Sub County; Isiolo county. The Instruments employed in this study is a mixture of both quantitative and qualitative methods of data collection. According to Mugenda and Mugenda (2003) each instruments of data collection may have a bias of a particular nature since no instrument is perfect, this may be in regard to the fact that a researcher may have several objectives with some of the objectives better measured with Quantitative methods while others are better measure with qualitative methods. They therefore contend that both methods are able to supplement one another as qualitative technique provide the in depth explanations while the quantitative technique provide the data necessary to test hypothesis.

## **Target Population**

This study focus on area within Isiolo North County. The target population of this study is the community based project managers, field officers in Donor agencies (compassion international, World vision, Action against hunger, USAID and Red Cross. The study targeted county government officials in the ministry of social services, ministry of finance, education, water, irrigation, transport and infrastructure. There are over 50 registered NGOs in Isiolo County, and the target population consisted of 2,420 project managers, field officers, county officials, community leaders and beneficiaries.

## **Sampling and Sampling Procedures**

Sampling is defined by Mitchell & Jolley (2013) as where units are selected from a population of interest so that it can be used for fair representation of the population. The results of enabled generalization that formed a representative image of the population under study. Mugenda and Mugenda (1999) agrees with these by arguing that sampling is smaller groups or sub group gotten from the accessible population. This research adopted the stratified sampling technique. The reason for the sampling technique is because it enables the researcher to symbolically sample even the smallest and most unreachable sub groups in the population. Additionally, this study makes use of the following formula recommended by Yamane 1973 to determine sample size;

$$n = N/(1+N)(e)^2$$

Where: n=sample size; N=the population size; e=the acceptable sampling error (5%) at 95% confidence level

$$n = 2420/(1+2420)(0.05)^2 = 2420/(1+2420)(0.0025) = 2420/(1+6.05) = 343$$

This study adopted the stratified sampling technique from where the possible 2420 target population, stratified random sampling was employed to select a total of 343 sample populations.

## **Methods of Data Collection**

Permission was sought from the project managers, field officers, community leaders, county officials and target beneficiaries before the research was conducted. Data was gathered through Questionnaires. A letter of introduction, objectives and the purpose of the study accompanied each questionnaire. There were three types of questionnaire; one for the project managers and field officers, another for county officials and another for community leaders and beneficiaries. Questionnaires were supplied to the respondents and then collected at the stipulated time. Some of the questionnaires was administered by the researcher as it is more efficient when participants are closely situated (Gay and Airasian 2003).

## **Data Analysis**

Data collected was revised and then coded for easier analysis through computer programs. It was then ran through a computer program; Statistical Package for Social Sciences for analysis. Descriptive and some inferential statistics given by the SPSS computer program were employed to give the required measures for analysis as per the data collected. Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The multiple regression model is chosen because it is useful in establishing the relative importance of independent variables to the dependent variable (Bryman & Cramer, 2012). Multiple regressions was used because it is the procedure that uses two or more independent variables to predict a dependent variable. Since there are four independent variables in this study the multiple regression model generally assumes the following equation;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where: Y= Sustainability of community based projects in Isiolo County;  $\beta_0$ =constant;  $\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = regression coefficients;  $X_1$ = Community participation;  $X_2$ = Funding;  $X_3$ = Capacity building;  $X_4$ = Role of project implementers;  $\epsilon$ =Error Term

## **RESEARCH RESULTS**

### **Community Participation**

The study found that community participation influences sustainability of community based county projects .The community feels a sense of duty and willingness to participate in their own development. Most of the communities are facing a myriad of challenges including socio-economic problems and other social evils. With these challenges the community needs to be involved in solving their own problems. This is critical to provide for local solutions to local problems. The study found out that there is need for communities to be given a chance for voting and decision making. The community plays a pivotal role in sustainability of projects.

### **Capacity Building**

The study found that capacity building influences sustainability of community based county projects. The research further realized that to large extent technical skills is important for running of projects. The study found that there is need to identify existing resource and also need for empowerment for solving of problems. The lack of technical skills is a cause of failure for community based county projects. The community based county projects face the challenge of lacking the technical skill in Isiolo North Sub County. This is caused by hiring of project managers who may be incompetent or lack required skill for the job. Project managers are sometimes hired through nepotism or through corruption. The steering committees members are elected as rewards by politicians or as ways to advance a particular

interest in a particular area. This affects the decision making process and the voting process as the committee will be advancing a particular interest.

### **Funding**

The study found that funding influences the sustainability of community based county projects. It found that continuous funds are critical for the sustainability of community based county projects. This is caused by lack of mobilization skills by the projects and also overreliance on the national and international donors. The overreliance on donors leads to a dependency syndrome and thus creates an impression that the donors are the only ones who can fund particular community based county projects. The lack of utilization of local available resources is a big challenge and makes the community look like they are in an extremely desperate situation. This leads to donors to demand specific priorities or objectives when funding. This may be in collusion to what the community really needs and thus projects that are brought to the people are not matching what the community really needs.

### **Project Implementers**

The study found that project implementers affect the sustainability of community based county projects. The research found out that to large extent progress reporting enhances transparency and accountability. There is a general lack of consistent reporting of progress of reports of the community based county projects. This leads the community to lose trust and feel that the project is misappropriating funds. This creates distrust and disharmony among the communities regarding the projects. The study found that project performance is pegged on continuous monitoring and evaluation. This is important to check the progress of the project and if it's meeting its goals and objectives.

## **MULTIPLE REGRESSION RESULTS**

Regression analysis shows how dependent variable is influenced with independent variables. The study seeks to investigate the factors influencing Sustainability of community based projects in Isiolo County.

**Table 2: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.885	0.784	0.780	0.556

Table 2 is a model fit which establish how fit the model equation fits the data. The adjusted  $R^2$  was used to establish the predictive power of the study model and it was found to be 0.779 implying that 78% of the variations on the sustainability of community based projects in Isiolo County are explained by community participation, funding, capacity building and role of project implementers. This shows that 22% of the variations on the sustainability of community based projects in Isiolo County is not accounted by the factors considered in this hence forming a foundation for further studies.

**Table 3: ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	232.88	4	58.220	185.818	0.000
	Residual	64.23	205	0.313		
	Total	297.11	209			

The probability value of 0.000 indicates that the regression relationship was highly significant in predicting how community participation, funding, capacity building and role of project implementers influenced Sustainability of community based projects in Isiolo County. The F calculated at 5 percent level of significance was 185.818 since F calculated is greater than the F critical (value = 2.6581), this shows that the overall model was significant.

**Table 4: Coefficients of Determination**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.964	0.155		6.219	.000
Community participation	0.783	0.308	0.685	2.542	.012
Funding	0.689	0.278	0.581	2.478	.014
Capacity building	0.776	0.301	0.659	2.578	.011
Role of project implementers	0.843	0.293	0.712	2.877	.004

The established model for the study was:

$$Y = 0.964 + 0.783X_1 + 0.689X_2 + 0.776X_3 + 0.843X_4$$

The regression equation established that holding constant at zero all the factors, sustainability of community based projects in Isiolo County was 0.964. The study also found that a unit increase in community participation would lead to a 0.783 increase in sustainability of community based projects in Isiolo County. The variable was significant since  $0.012 < 0.05$ .

Further, the findings shows that a unit increases in the funding would lead to a 0.689 increase in Sustainability of community based projects in Isiolo County. The variable was significant since  $0.014 < 0.05$ . Finally the results revealed that a unit increases in the capacity building would lead to a 0.776 increase in Sustainability of community based projects in Isiolo County. The variable was significant since  $0.011 < 0.05$ .

The findings presented also show that holding all other independent variables at zero, a unit increase in role of project implementers would lead to a 0.843 increases in sustainability of community based projects in Isiolo County. The variable was significant since  $0.004 < 0.05$ . Overall, role of project implementers had the greatest effect on sustainability of community based projects in Isiolo County, followed by community participation, then capacity building while funding had the least effect on sustainability of community based projects in Isiolo County. All the variables were significant ( $p < 0.05$ ).



## **CONCLUSIONS**

### **Community Participation**

The study concluded that community participation influences sustainability of community based county projects. In any community there is need for involvement of the community in the undertakings of any project. This can be done through consultative meetings between the community and the stakeholders involved. The priorities of the community must be taken into account and the involvement in decision making must be addressed. The community should feel a sense of ownership and willingness to get involved in their community based county projects.

### **Capacity Building**

The study found that capacity building influences sustainability of community based county projects. The study found that technical skill is vital in running of projects. This ensures that the people at the helm are able to address complex problems of the community. The study found that the community needs to be empowered so that they are able to solve their problems both at the community level and at the individual level. The study found that there is need to check existing resources at hand to mitigate the challenges of the community. There is also need for coordination among different stakeholders for a common goal of solving socio-economic challenges of the community. This can be done through forums of engagement of different stakeholders.

### **Funding**

The study found that funding influences the sustainability of community based county projects. The study found that continuous funds are critical in ensuring sustainability of community based county projects. This study contends that there should be proper financial management that will enhance accountability. Community based county projects ought to look at how they get their funding and establish whether they can avail local resources for their projects. This is critical for sustainability of project even after donor exit as the community will be responsible for financing the projects. There should be equitable development that is transparent and accountable.

### **Project Implementers**

The study found that project implementers influence sustainability of community based county projects. The study found that progress report is instrumental in enhancing transparency and accountability. This implies that progress report that is monthly or frequent assist to improve the trust and confidence of community members. Monitoring and evaluation provides the mechanism through which the projects can be analyzed and ascertained whether the projects are relevant. The study concludes that monitoring and evaluation is able to check whether the project is on time, on budget and on track.

## **RECOMMENDATIONS**

### **Project Managers**

Project managers in charge of community based county projects should ensure that their operations are carried out in ways that are sustainable. The managers should ensure that the projects are able to mobilize resources locally, nationally and internationally. The project managers should also understand the concept of involving community in decision making process and not making board room decisions. That does not prioritize the community needs.

### **County Governments**

County government should adopt a more collaborative approach when dealing with community based county projects. The county governments should sensitize the communities and engage them before projects are conducted to gauge relevance of the projects and also form steering committees that can well run the projects even after exits of its funds.

### **Community**

The communities should demand for involvement in projects that will affect them. This they should do in a consultative format by being organized in committees. The community should seek to scrutinize their projects by attending meetings and seeking progress reports from the respective stakeholders. They should also be ready to commit their resources to assisting the projects become sustainable. This includes land, funds and skills.

## **REFERENCES**

- Adhiambo, B. (2012). *Factors affecting effectiveness of donor funded projects in promoting development in Kibera*. University of Nairobi. Kenya.
- Agricultural sector Development Support Programme (ASDSP) (2016). Machakos county. Retrieved April 3, 2016, from Agricultural Sector Development support Programme (ASDSP); <http://www.asdsp.co.ke/index.php/machakos-county>
- Ahmad, J.K., Devarajan, S., Khemani, S., and Shah, S., 2005. Decentralization and Service Delivery. World Bank Policy Research Working Paper No. 3603.
- Aras, G. & Crowther, D. (2008). Governance and sustainability: An investigation into the relationship between corporate governance and corporate sustainability, *Management Decision*, 46(3), 433 – 448
- Asset Based Community Development, (2010). *Asset Based Approach to community Development*. Institute of policy research, North western university- USA
- Brinkerhoff, D.W., Brinkerhoff, J.M., & McNulty, S., 2007. Decentralization and Participatory Local Governance: A Decision Space Analysis and Decision Space Analysis and Application in Peru. In: Cheema, G.S. & Rondinelli, D.A.,

- eds. 2007. *Decentralizing Governance: Emerging Concepts and Practices*. Washington: Brookings Institution Press. Pp. 189-211
- Callaghan, S. (1997). Participative development: Adopting a holistic approach. *Planning*, 36-41.
- Davids, I. T. (2009). *Participatory development in South Africa: A Development Management Perspective*. Pretoria: Van Schaik.
- Ebner, D., & Baumgartner, R. (2010). Corporate sustainability strategies: Sustainability profiles and maturity levels. *Sustainable Development*, 18, 76-89.
- Elliott, J., 1997. *Tourism: politics and public sector management*. London: Routledge.
- Gay L. R. and Airasian P., (2003). *Education Research*. New Jersey: Merrill Prentice Hall.
- Government of Kenya, (2010). *The constitution of Kenya 2010*. Government. National Council for Law Reporting.
- Holder, H. D., & Moore, R. S. (2000). Institutionalization of community action projects to reduce alcohol use and related problems: Systematic facilitators. *Substance Use and Misuse*, 35, 75–86.
- International Fund for Agricultural Development, (2012). *Addressing poverty through mobilization of community resources: Central Kenya Dry Area Smallholder and Community Services Development Project (CKDAP) – seeds of innovation-East and Southern Africa-Kenya*
- International labour organization (ILO), (2012). *Sustainability and Resource Mobilization Strategy: Creating the enabling environment to establish models for child labour free areas in Kenya: Support to the implementation of the National Action Plan for the Elimination of the Worst Forms of Child Labour with special focus on agriculture and older children; SNAP Project guide Kenya): KEN0950USA*
- Junbeum, K., Allenby, B. & Ming, X. (2007) *Sustainability Network Theory and Industrial Systems*. Ann Arbor: University of Michigan, Center for Sustainable Engineering.
- Kenya National Bureau of statistics (2013) *Information on the revised National Accounts*. Nairobi; Kenya National Bureau Of Statistics
- Kisii.com (2011, March 23). *JICA finances water project in kisii*. retrieved April 1, 2016 from [kisii.com;http://kisii.com/news/645-jica-finances-water-project-in-kisii-county](http://kisii.com/news/645-jica-finances-water-project-in-kisii-county)
- Knight, M, J & Kretzmanm, J (2003). *Building the Community From Outside Out. A Path Toward Finding and Mobilizing Community Assets*. Routedledge-Nee York-USA.
- Kotze, D. a. (1997). *Participation and managerial approaches to development*. In Kotze, DA(ed.), *Development administration and management: a holistic approach*. Pretoria: Van Schaik.

- Kotze, DA & Kellerman, GEJ 1997. Participation and managerial approaches to development. In Kotze, DA(ed.), *Development administration and management: a holistic approach*. Pretoria: Van Schaik.
- Langran, L.V. (2002). Empowerment and the Limits of Change: NGOs and Health Decentralization in the Philippine, Department of Political Science. Ph.D. Thesis, Toronto: University of Toronto.
- Lipman, A. (2004). Community Participation, Hope and Reality. Transformation: Critical Perspectives on Southern Africa. Washington, D.C: National Center for Public Policy and Higher Education. Pp. 46-70.
- McDade S. (2004) December. Gender and Energy for Sustainable Development: A Toolkit and Resource Guide. New York, NY. United Nations Development Programme.
- Mikkelsen, B 2005. *Methods for development work and research: A new guide for practitioners*. New Delhi: Sage.
- Mugenda ,O.M.,& Mugenda,(2003).*Research methods,qualitative and quantitative Approaches*.Nairobi
- Mugenda, O.M. and Mugenda, A.G. (1999). Research Methods: Quantitative and Qualitative Approaches. Acts Press, Nairobi, Kenya.
- Mulwa, F, (2010). Demystifying Participatory Community Development. Revised edition, Pauline"s Publications Africa, Nairobi.
- Murphy,J.W(2011).*community –based interventions;philosophy and action*.new york;springer
- Organisation for Economic Co-operation and Development, 2008. *The Tourism Economy and Globalisation: Strategic Issues and Policies*. Italy: OECD Tourism Committee. Available from: <http://www.oecd.org/dataoecd/52/32/41373942.pdf> [Accessed 8 January 2009].
- Orodho J. Aluko, (2008). Techniques of Writing Research Proposals and Reports in Education and Social Sciences. Kanezja HP Enterprises, Maseno
- Patrcia M. Shields, (2006). Preparing the Methodology Chapter. Political Science 5397 Applied Research project. Texas State University
- Rono,P.K(2001).The Impact of socio-Economic Factors on the performance of community projects in western Kenya.*Journal of social development in Africa*,vol 16,103
- Rossi, P., Lipsey, M. & Freeman, H. (2004). Evaluation: A Systematic Approach (7th ed.) London: Sage Publication.
- Sharpley, R. and Telfer, D.J., 2002. *Tourism and Development: Concepts and Issues*. UK: Channel View
- Tamas, A., Yukon. W, & Almonte, S. (2000). *System theory in community development-Ontario*

- Temali, M. (2012). *The community economic development: strategies and tools to revitalize neighborhood*. Nashville: Fieldstone Alliance.
- Todaro, M.P., and Smith, S.C., 2003. *Economic Development*. Pearson Education Limited..
- Wanjohi, A. M. (2010). *Sustainability of Community Based Projects in Developing Countries: A Study of Sustainability Issues facing Community Based Projects in Rural Areas of Mbeere District in Kenya*. Germany: LAP Lambert Academic Publishing
- Weinberg, (2008), *Improving Leadership Effectiveness: The Leader Match Concept*, 2nd Ed., Wiley, New York,U.S.A
- WHO. (2010). Millennium Development Goals (MDGs). [online]. [Accessed on 22.04.2013] Available at [http://www.who.int/topics/millennium\\_development\\_goals](http://www.who.int/topics/millennium_development_goals).
- World Bank, (2009). *The capacity development results framework: A strategic and resultsoriented approach to learning for capacity development*, Washington.
- World Vision, (1999). *World Vision Kenya Country Report*