

**FACTORS INFLUENCING SUSTAINABILITY OF COMMUNITY BASED
PROJECTS IN SAMBURU COUNTY IN KENYA DURING COVID19 CRISIS**

By

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**THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE
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DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and the author duly acknowledged.

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ABSTRACT

Community based projects are aimed at achieving social economic impact through advocacy on achievement of community needs, improving standards of living and empowering minority groups. Achievement of project impact is not guaranteed since they depend on donor funding, County government funding, National government funding, stakeholders support, ethical dilemmas and conflict of interest among stakeholders. This may delay implementation of specific projects that would jeopardize achievement of desired impact. Consequently, the study sought to examine factors influencing sustainability of community-based projects in Samburu County. Explicitly, the study sought: To examine the effect of community engagement on sustainability of community-based projects in Samburu County; To find out the influence of project governance on sustainability of community-based projects in Samburu County; To evaluate the effect of project financing on sustainability of community-based projects in Samburu County; To ascertain the influence of project monitoring and evaluation on sustainability community-based projects in Samburu County. The study adopted descriptive research design and used questionnaires among 116 managers of the Community Based Organizations that were drawn through random sampling. Primary data was collected and was analyzed through use of SPSS version 25. Descriptive statistics using measures of central tendency, dispersion, percentage and frequency was adopted. Further, correlation and multiple regression analysis was used. Findings were presented in figures and tables. The study findings revealed that community engagement, project governance, project financing and monitoring & evaluation have a significant and positive effect on sustainability of community-based projects. Consequently, the study objectives are key when we talk of community-based project sustainability. The community based projects acts as a catalyst in economic development and growth in a county. Therefore, there is need to consider engaging the community from planning to the last stage of project implementation. The study also recommends that different sources of financing for community based project is important to ensure risk diversification and also to ensure enough funds are available to undertake a particular project as this will ensure no stoppages and hence a success. Training (capacity building) on project M&E be undertaken within the county government to enable them properly embrace stakeholders' participation process so as to include all stakeholders in monitoring and evaluation of county government sponsored projects. Modern technology should be adopted to increase efficiency through increased budget allocations. The study further recommends that; Other studies should be conducted on the other factors effecting sustainability of community based projects Contributing 41.2% of Sustainability as the current factors studied contributed only 59.8% effect on community projects sustainability. Key terms used in this study were: Sustainability, governance structure, Human capital, information technology and stakeholders engagement.

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DEDICATION

This work is especially dedicated to my loving mother Peneuh Lekisanyal, my sons Saretu, Collins, Ltaapwa and Abdi for the support they have continued to show me throughout my university Education.

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LIST OF ACRONYMS AND ABBREVIATIONS

CBPs	Community Based Projects
CDF	Constituency Development Fund
ICT	Information Communication and Technology
NGOs	Non-Governmental Organizations
SPSS	Statistical Packages for Social Scientists

TERMS AND DEFINITIONS

Governance structure

Refers to operational guidelines that stipulates how community projects should be managed through use of leadership styles, presence of locals in its committees and election procedures of project leaders (Karanja, 2013).

Human Capital

Refers to quality of human capital skills, competences and number of staff used on a certain project. They include number of trainings conducted, community members trained and development of training programs (Kirui, 2017), specialized skills required in some projects.

Project Sustainability

Refers to project economic life, efficiency and functionality after its successful implementation (Some, 2015)

Stakeholders Engagement

Refers to community engagement in project activities such as project identification, project planning and project monitoring and evaluation (Ochunga & Awiti, 2017).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The feasible Development Goals, which were approved by all UN member states in 2015, have 17 objectives aimed at reducing poverty, improving healthcare, and improving education while also protecting the environment (Briant Carant, 2017). COVID-19's global health crisis harmed community-based initiatives' sustainability in a number of ways, risking to undo years of progress toward those targets. Despite considerable attempts to minimize the pandemic's effects, several development organizations throughout the world have been (or are) driven into social exclusion, forcing them to cease face-to-face meetings with their benefactors, which has harmed project execution teams' work (Nicola, et al., 2020). Moreover, numerous monitoring and evaluation efforts were disrupted during the peak of the epidemic. This has caused delays in the planning of numerous projects, and in some circumstances, project planners have been compelled to seek for extensions of deadlines for their operations, compromising the projects' sustainability.

Sponsors are rethinking and modifying their financing policies in order to adapt to their alliances and stakeholders while still maximizing local effect (Berglund, 2021). Viability of development projects has been described as confronting the multifaceted difficulties of the complicated interaction between the economy, the environment and society's success from many perspectives and disciplines. As a result, the spread of COVID-19 is causing problems in the planning of projects to assure their long-term survival (Leal Filho, et al., 2021). Coronavirus attacks during a crucial year for development work, disrupting plans for a worldwide development conference (Leone, 2020).

Many 2020 events have been rescheduled, delayed or virtualized, including the SDG Planning Calendar, IPBES sessions, IUCN, UNFCCC, and the UN Ocean Conference (UN 2020a, b; UNFCCC 2020).

The term “sustainable development” first appeared in Africa in 1969 during the African Convention on the Conservation of Nature and Natural Resources, signed by thirty-three African nations. In 1987 the Brundtland Commission report (‘Our Common Future’) adopted by the United Nations, described sustainability as we know it today, “meeting our own needs without compromising the ability of future generations to meet their own needs. This report has laid out ground for developing and implementing policy in regard to sustainable development. The trend is that every government adopted ‘sustainability’ in its projects. Finance is the driving force behind all initiatives and so begun the process of sustainability in projects. This suggests that organizations need to implement effective strategies in areas of governance such as governance, management, advocacy and leadership (Dorothy, 2007).

Financing needs still remains significant towards poverty eradication and sustainable development. There are various sources of financing for projects in developing countries such as government bonds, loans from international financial institutions and commercial bank loans, infrastructure bonds as well as loans from cooperative societies among others.

Research by Nyaguthii and Oyugi (2013), on influence of community participation on the implementation of Constituency Development Fund (water) projects in Mwea constituency revealed that there was little participation by community members in the process of identifying, implementing, evaluation and monitoring. Accordingly, there is urge to better such areas of concern. It is almost impossible to achieve sustainability without the involvement and support of stakeholders. To provide direction during the implementation of a project, stakeholders must be actively involved.

1.1.1 Community-based projects' sustainability

The sustainability of development projects and the efficacy of aid are two of the most pressing concerns for all grassroots, national, and global development organizations, particularly amid the Covid-19 social and economic turmoil (Oladele & Vieyra-Mifsud, 2021). A lot of money has been spent in communities throughout the world to enhance living standards and alert people about the hazards of Covid-19. The change from project-based techniques to sector-wide methods, structural change measures, economic recovery papers, program-based guidelines, direct budget assistance, and medium-term spending structures reflects a way to eliminate fracturing in development systems and modify how support is conveyed by shifting the power balance (Gathege & Yusuf, 2019). While donor funding may operate as a temporary accelerator for social change, achieving and sustaining such change is challenging owing to unforeseeable variables like Covid19, which may endanger the early acceptance of innovative project design features (Fenner & Cernev, 2021). Brief financing cycles collide with the length of time required to affect social change, and potentially helpful healthy programs may no longer be economically viable after donor support runs out.

Because of the changing nature of economic, political, and social environments, there is no one description of sustainability; however, it may be defined as the capacity and ability of a local community to adjust to changes resulting from the implementation of community-based projects (Oino, 2015).

Even if certain initiatives appear to be stable at the moment, the situation may alter over time. Usually, community-based initiatives are designed to meet the specific needs and have a beneficial influence on the community. The quality of information provided to them and the alignment of a given project with cultural tradition can have an impact on community support for project sustainability.

1.1.2 Community development projects

Community-based projects are efforts taken by community and development partners to address their needs at various stages. The majority of these initiatives are targeted at tackling social and economic issues such as access to safe drinking water, medical care, reducing poverty, disaster management, human rights advocacy and justice, and natural resource management (Persoon, 2016). These initiatives are undertaken in rural and isolated regions, as well as in places where there are problems that endanger the peaceful coexistence of various groups (Oino, 2015). Though they are intended to be sustainable, they are seldom implemented owing to potential threats. Global data demonstrate that spending on fulfilling community needs is on the rise, despite the fact that efficacy in serving community needs is a reason for concern (Ofuoku, 2011). As a result, development organizations have been obliged to combine their integral equation with aid and community empowerment in order to reduce the risk of dependency syndrome (Adhiambo, 2012). Donor money is a catalyst for social change, but its sustainability requires further investigation. External risks will jeopardize the early phases of project implementation. Because project finance may be hierarchical in structure, there's a good risk that monitoring and assessment during the project will harm stakeholders' attitudes (Magero & Muchelule, 2019).

There are numerous instances of deliberation and other ways of public participation in decisions involving facets such as transportation, city planning, or the surroundings in countries such as the UK, Germany, and the United States, for example, the effectiveness of each method depends, among other factors, on the method presented and the population sample (Blay-Palmer, et al., 2021). In these Countries in Europe, democratic engagement has become a basic right and democracy in motivating development strategies while supporting their conservation (Blay-Palmer, et al., 2021).

Empowerment, the formation of crucial community development frameworks, and active engagement in managing projects at the world stage are all advocated by global institutions such as the World Bank, all of which can result in long-term sustainable development of community-based development projects (Bigger & Webber, 2020).

Africa is seen as having a lesser capacity to set growth targets, prioritize them, and review plans in order to adapt to the outcomes obtained at the local level (Liddle, 2018). This indicates a low degree of engagement in the development process as well as a lack of community capability. As per the Paris Declaration on Development Assistance and a World Bank study, Africa's capacity to manage, execute, plan, and credit for results in development projects is a serious issue (Hernandez, 2017). Many African nations have struggled with poverty, with many inhabitants living in poverty. Community-based initiatives can only be sustained if their benefit can be seen after they have been implemented, which is not the situation in Africa and many emerging economies (O'Brien & Sarkis., 2019).

When it comes to dealing with citizen concerns, the Kenyan government is particularly concerned about community participation. As part of a development program, citizens' needs should be analyzed in terms of awareness and training (Pandeya, 2015).

Nearly 75 countries sought to distribute governmental responsibilities to lower levels of administration between 1980 and 2005 (Kimutai & Aluvi, 2018). As per Kalekye (2016), devolution has evolved from the move of functions and resources to improve management and service delivery results to the present take in the government's relationship with citizens. Any autonomous unit's priority should thus not only be administrative tasks, but also community engagement in establishing that the initiatives performed are long-term.

The importance of community-based initiatives in education, water, cleanliness, health, farming, public capacity building, religious nurture and microenterprise development cannot be overstated.

The county government finances these efforts in collaboration with non-governmental organizations (NGOs) in order to establish community-based development programs. However, after the funders leave, the majority of the project's operations cease. According to the results of World Vision (2015), community development initiatives have failed to self-sustain and are not self-reliant. After the funders left, the communities were unable to carry on administering these initiatives.

Samburu County is vulnerable to poverty due to extended dry spells and unstable weather, as well as the health catastrophe caused by the Covid-19 epidemic. Care International, Child Welfare, Ripples International, World Vision, Red Cross, Compassion International, Islamic Relief and a slew of other community-based organizations have grown up as a result of this. According to Oino, Towett, Kirui, and Luvega, most community development efforts do not last more than two years once donor financing is removed (2015). This is a big concern since the initiative's creators and dreamers believed that the projects would be able to serve the community for a long time.

The financing of community initiatives is also under doubt, as the majority of community projects in Samburu County are sponsored by non-governmental organizations (NGOs). Borehole construction, renovation, irrigation, micro enterprise efforts, orphans and FGM rescue, education, and WASH programs are all possible projects. The majority of community initiatives in Samburu County are sponsored by non-governmental organizations (NGOs), which have their own timetables and objectives to meet. When the NGOs finish their projects, they turn them over to the community and county government.

As a consequence, the purpose of this research is to determine the characteristics that influence the sustainability of community-based county initiatives in Samburu County.

1.2 Problem Statement

The need for project sustainability is the goal of many project managers (Persoon, 2016). Unfortunately, in most developing nations, sustaining community projects remains a difficulty.

This has been worsened by the COVID-19 (Coronavirus) issue, which has now turned into a full-fledged war as NGOs, governments, and commercial institutions pour resources into battling it thereby starving projects of the needed financial resources to enhance their activities. Further, the government of Kenya imposed ban on group meetings and public gatherings, restriction of movement and curfew have disrupted project implementation and compromised on the sustainability aspect of community projects. Because of this, (Al Siyabi, et al., 2020) reported that there was an upsurge of project stoppages and failure occasioned by the Covid-19 pandemic in developing countries. This view is consistent with Hilson et al (2021) who showed that few projects were completed in Africa during the pandemic. The same situation obtained in Samburu County where donors diverted earlier project earmarked funds to the fight against the virus with the resultant increase in either project postponement or failure.

Several variables have been blamed for the project's collapse, along with a lack of demand from the recipient community, which is still reeling from the impacts of the Covid-19 epidemic, high recurring costs, neglect of project facilities, particularly in terms of operation and maintenance, improper technology, project location far from the society, and poor training. Kaimenyi (2019) reported that the number of project failures in Kenya during the Covid-19 period has been overwhelming. During the Covid-19 period, donor funding was either substantially scaled down or cancelled altogether.

Considering the significance of community development initiatives' sustainability, few researches have been performed on the topic, particularly in regard to the Covid-19 epidemic.

Kaimenyi (2019) conducted a study in Isiolo North Sub County, Isiolo County, on factors influencing the longevity of community-based county initiatives, which is one of the rare local studies on the issue.

Mustafa (2016) has conducted research in Laikipia County on the factors impacting the sustainability of community-managed water sources. Githinji (2018) has conducted research in Kitui County on the elements that influence the sustainability of community-based programs. These studies were conducted prior to the start of the Covid-19 epidemic; therefore, they do not indicate how the pandemic has impacted the sustainability of Kenyan community initiatives. As a result, this study was meant to fill information gap by looking into the factors that affect the sustainability of community initiatives in Samburu County during the Covid-19 crisis.

1.3 Research Objectives

1.3.1 General objective

The study's major objective was to determine the elements that influence the sustainability of community-based projects in Samburu County during the Covid-19 crisis.

1.3.2 Specific objectives

The Study's Particular Goals were as Follows:

- (i) To examine the influence of community engagement on sustainability of community projects in Samburu County during Covid-19 crisis.
- (ii) To evaluate the influence of project governance on sustainability of community projects in Samburu County during Covid-19 crisis

- (iii) To find out the influence of project financing on sustainability of community projects in Samburu County during Covid-19 crisis.
- (iv) To ascertain the influence of project monitoring and evaluation on sustainability of community projects in Samburu County during Covid-19 crisis.

1.4 Study Questions

- i). How does community engagement influence sustainability of community projects in Samburu County during Covid-19 crisis?
- ii). To what extent does project governance influence sustainability of community projects in Samburu County during Covid-19 crisis?
- iii). What is the influence of project financing on sustainability of community projects in Samburu County during Covid-19 crisis?
- iv). How does project monitoring and evaluation influence sustainability of community projects in Samburu County during Covid-19 crisis?

1.5 Justification of the Study

Globally, the completion and sustainability of community-based projects is a challenge particularly in developing countries like Kenya. Studies have revealed that the average completion and sustainability of community managed development projects within the Sub Saharan Africa is considered being below 30% (Maijo, 2020). Study done in Laikipia County showed that majority of the projects (65%) are completed but the sustainability of the projects managed by the host communities was at 26%.

With regard to the county survey (2015), the average completion of development projects in Samburu County before devolution was less than 20% and after devolution it rose to slightly above 50%. Due to factors which the researcher set out to establish, most of the community-based projects in Samburu County are not sustainable which affects the projects longevity, the customer satisfaction, efficiency in terms of quality and costs.

As a result, the researcher is set to study the factors that influences the sustainability of the community-based projects in Samburu County.

The outcomes of this study will avail the ministry of public works and the county government of Samburu with a situational analysis report regarding the sustainability of the community-based projects in the county and finally give the interventions that would promote the completion and sustainability of the community-based projects.

1.6 Purpose of the Study

Community-based project managers, politicians, and academics will benefit from the results. The study will offer insight on strategies that should be implemented to improve stakeholder participation and reduce the probability of conflicts of interest in community-based initiatives.

Precision on the impact of governance structure would aid in the creation of management strategies that should be followed in order to increase the possibilities of community-based initiatives surviving. Finally, management will be taught about the need of developing monitoring and evaluation systems in order to offer the necessary technical competence and innovative abilities to help implementation of community-based initiatives. It will be simpler for development agents and the government to know the right source of financing as a tool for enhancing the sustainability of community-based initiatives.

The study will be useful to lawmakers because it will show how stakeholder participation, governance structure, human capital, and technology adoption interact. They now have a policy development structure that is focused at maintaining community-based programs as a result of this. These regulations will be tailored to the specific needs of each county, taking into account the region's distinctive features. The findings will assist academics because they will evaluate the utility of citizen participation theory, agency theory,

resources-based theory, and system theory as yardsticks for maintaining community-based programs.

1.7 The Research Scope

The research will focus on the effect of community participation, system of governance, project financing and evaluation and monitoring on community-based project tenability. Regardless of the fact that there are other elements that impact the long-term viability of community-based enterprises, this is the case.

The study will only employ primary data collected through the distribution of questionnaires to project managers however there are other forms of data available, such as secondary data obtained through document content analysis.

1.8 Chapter Summary

This chapter's goal is to provide an overview of the research. This chapter provides a comprehensive global and local overview of elements influencing the defensibility of community-based projects in Samburu County during the Covid-19 crisis, which serves as the study's backdrop. A statement of the problem for this study, the general and specific objectives that the study sets out to achieve, the research question that guides the data collection for this study, the statement on how the study will be significant to different stakeholders, the scope of the study, are also included in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on theories and empirical review of the study of the study in question. The theoretical literature will show theoretical arguments, strengths and relevance for the study. Empirical literature review will show the link between independent and dependent variables and gaps emanating from past studies. Conceptual framework will show link between variables and operationalization will depict attributes that will be used to measure every variable.

2.2 Theoretical Review

2.2.1 Theory of citizen participation

The theory was documented by Arnstein in 1969. The theory argued that there are alternative levels in which community may participate in activities. The theory purported that degree of community participation can be ranged in rungs and they range from manipulation to citizen power. Therapy, citizen control, informing, consultation, cooperation, placation delegated power, and manipulation are all examples of different levels of project engagement shown in Figure 2.1. Non-participation, tokenism, and citizen power are the three main categories in which these rungs can be classed.

Non participation combines manipulation and therapy which are geared towards enhancing education of project participants and sensitization of project beneficiaries (Arnstein, 1969). In manipulation rung participants are rubber stamps on advisory opinion or education need seekers on specified project.

Instead of promoting citizen participation opinion makers distort it by imposing their opinions and decisions. Notable trends are when committees are formed though membership contributions are disregarded and officials persuades all to embrace their opinions.

In therapy community participation is characterized by dishonesty and arrogance. Project leadership has no workable solutions to problems facing their respective community. For example, leaders may blame lack of water in a region to climatic conditions thus they may advocate for environmental conservation in favor of promoting water distribution.

Third to five rungs represents tokenism as participation approach. In third rung peoples are informed on issues which are of concern unto them. For optimal participation communication should be two ways so as to understand needs and jointly devise its solution. Project leaders should allow interrogation on how project resources have been allocated and utilized. In fourth rung, consultation communication is improved though it fails to meet desired objectives as compared to situations of full participation. There is no need to seek opinion on how to address community problems if their feedback would be disregarded during project implementation. In fifth rung, placation stakeholders are invited for participation in planning in initial project phases though implementation role is bestowed upon project donors, financiers and or their representatives. Participation process is superficial though it's an improvement as compared to low levels (Arnstein, 1969).

In the last three rungs, there is more active community participation and citizens are in project control. In partnership rung, there is sharing of power and responsibilities between community and project leaders or sponsors. There is mutual agreement between all stakeholders and they are optimally involved. This may be an ideal situation in sustainable community-based projects which are marred by political influence and may be undertaken to achieve vested interests. Furthermore, leadership positions may be accorded as per level of sycophancy. In delegated power rung, community has high veto on project implementation and delegate it to committee members who are its representatives. Although, this is an ideal case, its implementation is not guaranteed due to conceptualized and actual skills mismatch in a community.

In the highest-level citizen control is fully implemented and external influence is rare because communities are self-sustaining. It's not practical in a sustainable community-based projects since project implemented are dependent on constituency strategic plan whose development and implementation are dependent with current leadership. Also, project undertaken though they are not income generating thus there are low likelihood of them being completed in absence of external involvement (Arnstein, 1969).

The theory is relevant for the study since there is need for community participation in all phase of project undertaking. Community participation in community-based projects calls for them not only being informed through public barazas but total continuous engagement in all phases of project implementation. Also, community should be empowered on resources interrogation through document content analysis, representative election, accountability, assessment of financial and non-financial transparency and accountability and decision making in all stages. Even though, this is an ideal situation in actual sense community role and participation is curtailed by contraction of their skills, literacy and understanding in project needs. Furthermore, it may not be easy to exclude locals their day to day activities for them to participate community based projects.

2.2.2 Agency theory

An agency is a contract between a number of individuals being engaged to undertake some tasks for the other. A central theme in any agency relationship is the separation of power between the agent and the principal. Berle and Means (1932) identified a central problem that affects agency relationships as being caused by misalignment of interests between the agent and the principal. In a normal relationship, the agent is supposed to pursue the interest of the principal. Any departure from this constitutes the agency problem.

According to Pratt and Zeckhauser (1985) both parties to an agency relationship must participate in defining a monitoring-and-incentive structure that ensures mutual beneficial results thus ensuring optima organizational performance.

Agency theory was developed by Jensen & Meckling (1976). They documented that management of organizations is undertaken by agents who serves the interest of principles. Agent elect's representative to run the day to day activities of their organization. Due to this relationship, there are agency costs which have to be incurred due to separation of power. In project implementation, though the locals are the end beneficiaries they have representative such as elected leaders, public servants and community-based leaders who are mandated to propel developmental agendas for respective counties. The Jensen and Meckling (1976) model combines constructs from agency and other theories such as the property rights and finance theories to develop a theory of the ownership structure of the firm. Agency costs includes the economic bonding, the monitoring and the residual economic loss costs. This theory advances the view that where an agency relationship exists, the agency costs cannot be entirely eliminated (Alchian & Demsetz, 1972), but also with creditors, customers, suppliers and so on.

Ownership & control separation leads to agency and monitoring costs which may differ due to levels of risk exposure among the stakeholders mandated in management of resources. In a community-based project there are clearly designated duties for all parties such as locals, elected leaders, public servants etc. Failure to perform project roles in transparent manner may lead to escalation of the conflict that may trigger hostility. Consequently, there is need to embrace transparency during project implementation (Jensen & Meckling, 1976).

The theory is necessary for the study because there is need for good project governance structure.

Governance structure should guide on roles of different parties, leadership structure, organization culture, monitoring and evaluation criterion and measures to adopt during conflict management. Community members should be allowed to participate in election of project leaders so as to optimize on quality of skills they have.

2.2.3 Resource dependency theory

Pfeffer and Salancik in their study established the resource dependency hypothesis in 1978, that explains how companies externally generated the resources affect their behavior. The theory is arguably more elaborate when we look at the depth and the way in which it deals with organizations, and also how it combines power within organizations with a structure of how organizations aim to govern their surroundings.

The past immediate scholars were advocating for the importance of inter-organizational power to the strategy and the structure (Thompson, 1967), whereas resource dependency theory offered extensive inventory of an institutional reactions to interconnectedness that can be used to inform empirical research. “Choose the least restricting method to govern ties with your exchange partners that will allow you to minimize unpredictability and reliance while maximizing your autonomy,” says one piece of advice to top executives. The theory's description of a variety of procedures results in a continuous succession of feasible choices, ranging from least to most restrictive. If your organization relies on a single sole-source provider, the best option is to select and retain other source vendors in order to limit exposure to the risk.

According to Oliver-Smith, 1996; Gill and Picou 1998, resource dependency theory emphasizes on cultural and economic ties rather than life cape assumptions and as a result, indigenous subsistence cultures' traditional knowledge creates an alternative discourse narrative. Within the context of impact assessment, such a concept widens resource management considerations to encompass elements of the traditional culture.

Resource-dependency theory recognizes other epistemological viewpoints as acceptable members in case of a mutually beneficial discourse network and it does not oppose scientific experts' speech. Risks to cultural and economic resources are the subject of resource dependency theory. According to Picou and Gill, 1996; Gill and Picou, 1997 the economic and cultural linkages that "renewable resource communities" have to the biophysical environment add another layer of complexity to resource dependency theory. Also, Picou and Arata, 1997 study revealed that pollution of natural resources undermines both quality of life and economic stability thus resulting in "resource loss spirals" to victims who rely on harvesting the renewable natural resources.

This theory of resource dependence broadens definition of the resource management to encompass the economic harvesters' and the traditional ethnic expertise as stakeholders in a modern-day discussion of environmental deterioration.

2.2.4 Need chain theory

The needs chain theory provides a model that integrates both institutional and personal needs with a view to enhancing organizational performance. Institutional needs include needs that usually correspond to conduct or tangible outcomes, for instance customer base or revenue goals and individual needs (Randy, 2005). The objectivity level requires all needs to contain a certain level of objectivity and to be based on deep investigation or further analysis. This theory offers companies with tools to aid them to prioritize resources and find opportunities for improvement (Mangin, 1991). Largest share of the needs which must be considered, for instance, while setting company's mission & instrument needs with a complete awareness of unconscious wants, while another aspect defines the amount of objectivity.

In the context of community projects, the Need Chain Theory provides a base that aids a development strategy to determine individual needs within a society, project participants & society needs with a view to unearthing issues that aid in prioritizing resources and areas that need improvement (Cornwall, & Gaventa, 2011). Objective analysis, needs analysis and project demands, are all part of project planning. Once project has accomplished the theory, they will be a clearer understanding of the program's requirements. One of the functions of this hypothesis is to assist project decision makers in quickly determining remedies to priorities that may vary throughout time.

To ensure implementation success, the need-based theory is used. According to Singh (2008), for one to undertake a needs chain theory, a project must determine performance needs, and all other types of organizational and personal needs that have consequences on project implementation. The project and institutional levels deal with behavior or results, whereas the person level is concerned with the individual issues about things such as employee productivity or how they perceive the company or projects. Need chain theory is relevant to this study as it helps with project planning, implementation, and monitoring & Evaluation. The theory will be useful in determining the community's needs as well as to ensure the project's long-term viability. A community needs analysis combines community participation, data collection, and targeted action with the goal of improving the community in question. A community need analysis highlights a society's weaknesses and strengths needs. The highlighted needs are subsequently addressed by policy reform or project development by local leaders, local government, advocacy groups, project teams, or mix of these.

2.3 Empirical Review

2.3.1 Community engagement and sustainability of community projects

Community engagement in enhancing project sustainability cannot be gainsaid. Noori, (2017), provided findings that suggested that effectively engaging stakeholders has a positive effect on project sustainability. As such Silvius and Schipper (2014) and Eskerod and Huemann (2013) recommend that project sustainability should be inbuilt into a project from the conceptualization phase. To be effective stakeholder engagement should be anchored on such principles as transparency, equity and fairness (Huemann et al. 2016). These values are key to ensuring positive stakeholder relationships. Because projects involve a variety of stakeholders, conflicts are bound to occur. Karlsen, Græe, Massaoud (2008) argue that a well-managed and engaged community of stakeholders has the attendant effects of reducing conflicts hence enhancing the effectiveness of a project. A well-executed project community engagement program ensures harmonious working relationship hence no negative effects that may derail a project. To achieve this a number of things should be in place such as developing a platform for engagement (Apipalukul, et al., 2015), maintaining trust (Huemann, et al. 2016), and proper communication (Iivari, 2007).

Literature has noted that effective communication is key to stakeholder management and overall success of project (Lester, 2007, Kerzner (2006). Poor communication is the greatest contributor to project woes and a threat to sustainability (Maylor, 2005). This view is consistent with Herkt (2007) whose findings suggested that ineffective project communication breeds suspicions that may ultimately compromise the success of a project. When used well Söderlund (2011) posits that it can enhance not only good stakeholder management but also project sustainability.

The effectiveness of project communication ultimately depends on the capability of the project manager. Henderson (2004) highlighted this issue noting that stakeholder conflicts can worsen or decrease depending on the communication ability of the manager. Similar views were reported by Skulmoski and Hartman (2010)

The level and techniques of community engagement depends on the events surrounding a project. Susser, Ceglarz, Stavrakas, & Lilliestam, (2021) conducted a study to examine the effects of the COVID-19 on execution of research projects in Europe and stated that most used methods of engagement were virtual forums unlike before the Covid-19 period where open face to face meetings were being held. Wanyera, (2016) outlined that while community engagement matters throughout the life of a project, some phases such as project conceptualization and implementation require intense community/ stakeholder participation.

According to (Ochieng 2016) for community engagement to lead to project sustainability, strong leadership is required. Where leadership is weak, project execution will be compromised (Wanyera, 2016). In the infrastructure context, strong leadership that ensures public engagement is seen as an important attribute. The capacity to understand the project context and be agile is more than an exercise, both a quantitative and qualitative administration trait that echoes in all directions & across all levels of the organisational spectrum. To be effective, project leaders must take a lead in enhancing good stakeholder relations, communicating the vision and motivating staff (Iivari, 2007).

2.3.2 Project governance on sustainability of community projects

Role of governance in success and sustainability of projects has been well documented in literature. Project governance provide for how the project will be run and how decision making will be carried out.

According to a study done by Irfan & Hassan, (2019) to examine influence of project governance & sustainability on project success of the public sector organizations in Pakistan revealed reported that project governance and sustainability depicted positive impact on project success of the public sector organizations explaining roughly 64% of variance in project success. In the absence of effective governance, malpractices, budget overruns and poor service delivery will abound thus dealing a blow to the project (Kakabadse, et al, 2005). According to Eyong (2009), good governance would mean ensuring that there is effective management of resources in a manner that is open, accountable, transparent, equitable and responsive to people's needs. The idea of good governance is vital to the successful donor funded projects although it is important to all organizations including for profit, private, public and not for profit where resources must be managed in a manner that is accountable, equitable transparent and responsive to the needs of the people (Lekorwe & Mpabanga, 2007).

According to Onyango (2009), organizations operate in dynamic business environments, complex and subsequently require complex but flexible governance. Well implemented skills management help to identify the employees' competencies required for effective task accomplishment and overall project performance. The chances of achieving project sustainability will be high when the management can strike an optimal balance between resource availability and deployment. To achieve this goal, managerial skills need to be enhanced to cap wastage and pilferage of resources (FAO, 2010). Bajracharya, Furley and Newton (2005) discovered that managing communally can be key in driving project benefits due to shifting configurations of resource usage and conduct of local communities, increased control by local communities over their local resources as well as increased conservation awareness among local people resulting from environmental education. Communal participation and the associated activities should be devoid from vested interest groups.

Scholars have noted that ideological divides hinder project performance. Morgan (2001) showed that conflicts and disagreements emanate from the apparent difference between realists, who advocate utilitarian models of involvement, from activists, who root for empowerment models. In spite of the foregoing debate, scholars attribute project success to managerial competence and aptitude.

Thus, effective project managers ensure prudence in the use of resources, harmonious stakeholder relationships and effective scope management (Nyaupane, Morais and Dowler, 2005). Involvement of all beneficiaries in the project design and implementation through consensus at national and donor levels for project sustainability is key to achieve targeted development programs (Howlett and Nagu, 2001).

A critical component in project governance is the organizational structure. If there is appropriate arrangement between the structure and staffing mechanism installed ensures optimal project processes and effective communication and feedback mechanisms thereby leading to superior organizational performance (Ndungu, 2017). To be successful, project context and internal dynamics including structure need to be properly aligned. Its not enough to have a good structure. To make it effective, a forward looking strategy and culture needs to be in place (Santos and Varajao, 2015). The “structure” element of project governance does not just refer to internal team of participants but external stakeholders as well. (Pade, et al., 2008).

The governance model should mirror the organization. For this reason, the project leaders should take note of the amount of rigor to incorporate. When governance demands are too much, it can overwhelm the stakeholders.

Central to project governance is establishing a system of accountability, while this looks like an easy exercise, its performance is challenging owing to checks and balances required (Ndungu, 2017).

A system of checks and balances includes all aspects of accountability that ensures proper utilization of resources. Lack of proper accountability practices has been cited as one of the leading causes of project failure (Ghosh, Buckler, Skibniewski, Negahban, & Kwak, 2014). Projects need effective leaders with honesty and who can rally the organization's human resource to achieve project objectives, develop organizational environment for productivity, innovation and teamwork to flourish.

According to Wyatt (2004) segregation of responsibilities makes possible the checks and balances that ensure that the organization is well-run and public decisions are made with the public interest in mind.

2.3.3 Project financing on sustainability of community projects

The choice of financing has important consequences on not only project completion but also sustainability. Project finance is the arrangement of debt, equity and credit enhancement to finance projects, where the issuer focusses on project inflows for the loan repayment and collateral. Project finance has gained a more prominent role with the rise of public sector private sector partnership (PPP) financing arrangements in developing countries. Studies by Lasa, et al., (2017) recommended that for project finance to succeed there is need to undertake a comprehensive appraisal and risk assessment of all the project. Without these two requirements assessing project finance would be a tall order. The effect of project finance on sustainability of development projects has been reported by many studies. Mustafa, (2016) showed failure to get the right type of funding for a project is the leading cause of failure of many water projects in Kenya. Because many projects in Africa are donor supported, they usually fail in the event the donor pulls out because donor funding usually lacks an inbuilt sustainability mechanism. Muluh, Kimengsi, Azibo (2019) further argues that donor funding as a way of financing projects lacks the critical transparency mechanism, a situation that breeds poor governance and ultimate collapse of

such projects. Hofisi & Chizimba (2013) demonstrated that introducing private finance as partners with donors may help in ensuring the sustainability of the project.

The issue of resource endowment has gained prominence in project finance literature. Onkoba, (2016) research on resource support and its effects on sustainability showed that to be sustainable, there should be room for the beneficiaries to also contribute to the project. When this is done, the community sense of ownership will greatly influence its sustainability. To ensure sustainability, project finance should move beyond availing resources to ensuring good governance, transparency and equity. A study by Ndubi, Kagiri, & Muchelule (2018) showed that mismanagement of properly funded projects is the leading cause of project attrition in developing countries. Thus, the large number of white elephant projects can be attributed to mismanagement. To stem this, a governance mechanism needs to be anchored into project finance by ensuring that a system of checks and balances are in place (Hofisi & Chizimba, 2013). There is international realization that private capital providers can reinvigorate community funded projects by infusing private sector practices with transparent practices as its core support. Towards this end, private capital providers should appreciate the risks involved and have appropriate risk mitigation strategies in place (Beane, Hobbs Thirumurthy, 2013).

Project finance is unique because they depend wholly on project cash flows for their repayment. Anything that compromises this cash flows will not only impact negatively on the financiers but also has negative consequences on sustainability (Sorge and Gadanez 2004). Consistent with the above studies, Wabwoba & Wakhungu(2013) reported that level of funds allocated to the project had significant effect on sustainability.

Consequently, it implies that project finance issues should be well thought out and should capture all attendant costs so that once provided, the finance should complete the project (Ireland, Paul & Dujardin ,2011) argue that to ensure sustainability all factors including finance should be captured during the design stage. Beyond finance other concerns such as environmental and human rights issues can derail a project (Gibson, Andersson & Ostrom, 2005).

2.3.4 Project monitoring and evaluation on sustainability of community projects

According to Tilbury (2007), monitoring and evaluation has been identified as one of the seven key strategies for advancing the United Nations (UN) Decade of Education for Sustainable Development (DESD).

Monitoring is the continuous collection of project data that which when analyzed over time shows whether there is progress or not OECD (2002a). To effectively steer a project over the implementation phase, evidence of progress and attainment of milestones is mandatory. In the absences of a robust monitoring system, project leaders will struggle to convince stakeholders including donors whether the project is on track (IFRC, 2011). A successful monitoring system must be anchored on transparency and accountability in its dealings with stakeholders such as aid providers, benefactors and the society at large. On the other hand, Evaluation refers to studies done after the project that essentially demonstrates if the project goals and objectives were attained. The goal is to discern the significance and attainment of goals, project efficiency, efficacy, effect, and sustainability. Effective, evaluation process must be full proof and based on credible data complete with a tabulation of any lessons learned from the project (Chambers, 2009). Project evaluation is critical for the success of development projects. An effective and monitoring system should have competent staff to manage and oversee the system. To ensure that the system works effectively consider developing the capacity of the people selected to manage it.

It is important to assess organization's capacity to monitor and evaluate (Makombe et al, 2008). As part of the preparation an appropriate organization structure should be identified (Chen, Hailey, Wang, & Yu, 2014). This would provide the management team the authority to determine the course of the system and to avoid the confusion on whose authority the system is working. The project manager needs also to scout capacities from outside the organization, such as NGOs, colleges, research organisations, and tertiary institutions that aid in the development of robust monitoring and evaluation systems. To be successful such a monitoring and evaluation system must be reinforced by complementary skillset in technical and managerial fields. (Kiberu et al, 2014). Communal benefits should be planned and monitored in partnership with the project stakeholders (Hansen and Spitzack, 2011).

To ensure project sustainability, the need for monitoring and evaluation should be from within (Mayoux & Chambers, 2005). A leading cause for the failure of many monitoring and evaluation systems is the imposition of such a system by vested interests. Such imposed systems do not incorporate project dynamics, culture and structure and may not succeed owing to impracticability of some of its aspects and outright sabotage (Mwasalwiba, 2010). Donor organizations from Europe and America demand project feedback by way of Mandatory evaluation reports. (Duvendack, 2011). It is also important to ensure that developed monitoring and evaluation systems can be integrated to local conditions as this will be key to its success. While traditionally evaluation has been driven by donor organizations, scholars do recommend that project management and stakeholders including the community need to take an active role.

To be effective M&E systems must be staffed by competent persons. Goldman et al (2020) argue that champions in an organization implementing projects are critical in ensuring project success.

Well motivated staff will bring passion and professionalism to the project evaluation processes thereby leading to not only the success of the project evaluation as well (Stockmann, & Meyer, 2016).

Past researchers have shown that Monitoring and evaluation champions should occupy primary positions in the project hierarchy if they are to be taken seriously. However, in the event the championed is sidelined, the Monitoring and evaluation endeavor may not be success. The quality and passion of the staff will impact on the credibility of the process. Monitoring and Evaluation effectiveness depends on the credibility of the data and thus its staff.

The role of M&E cannot be gainsaid, proponents argue that it not only ensures project timely completion but also its effectiveness. A study by Maijo,(2020) on how effective were M&E systems in Tanzania revealed that it ensured project timely completion, effectiveness and acceptance by the community. Other studies however indicated that inadequate budget support greatly undermines the effectiveness of Monitoring and Evaluation. Consequently, this implies that for it to be effective, a proper plan and strategy ought to be in place. A Monitoring and Evaluation plan anchors the activity and is the guiding light of this venture. When done well, M&E is key to enhancing better relationships with the community and in getting their support.

Scholars such as Weber et al (2018) have advocated for participatory evaluations as a way to ensure that the M&E system is not only effective but also that it leads to project sustainability. Proponents of this model contents that since different parties have an interest in the outcomes of the evaluation they should always be involved in the design and conduct of evaluations. Stakeholder-based evaluation is expected to yield two positive outcomes, realistic and more effective results and improved utilization of the findings (Roni, Åberg & Weber, 2018).

However, this approach should be used sparingly because of the requirements of confidentiality and credibility that dictate the distancing of the evaluator from the evaluated (Scriven, 2001, p. 28). Using a collaborative approach is also costly in time and money. Moreover, different stakeholders tend to have conflicting expectations.

Literature documents that monitoring and evaluation has positive consequences for the sustainability of projects. Kiprotich & Njoroge (2014) argued that M&E contributes to project sustainability only if the project stakeholders are involved from the very beginning. M&E systems are key in establishing if the project implementation is right or not and what changes if any should be done. Further a study by Umugwaneza & Kule, (2016) established the eminent role of M&E in enhancing project effectiveness and sustainability. Gathege & Yusuf, (2019) conducted a study to establish the influence of monitoring and evaluations on sustainability of women-based agricultural projects. The study established that when the budget is all inclusive, that it takes into consideration the funds for monitoring and evaluation and those of the overall project, the eventual outcome is project sustainability. Also, sustainability of women based agricultural projects is attained when training has been made on monitoring and evaluation use and implementation. Further, planning has led to the sustainability of women based agricultural projects (Biwott, Egesah, & Ngeyo, 2017). It was therefore recommended for M &E managers to ensure there is regular communication between the M&E management and the employees in monitoring. Further, organizations need to strike the right balance regarding the M &E budget, it should not be too little to affect the credibility and accuracy and not too much to interfere with the activities of the project (Maijo, 2020).

The abundance of white elephant projects in many third world countries has been attributed to a lack of a good monitoring and evaluation system. In many countries, there is complete absence of such systems while in others, political support is lacking.

A study by Gitonga (2012) on the correlation between project evaluation and completion showed a majority of the un evaluated projects failed. According to Karanja (2013), monitoring enables management to identify and access potential problems and success of a program or project. It provides the basis for corrective actions, both substantive and operational to improve the program or project design, manner of implementation and quality of results.

Barasa (2014) discovered that there is a strong correlation between monitoring and evaluation tools and project completion and concluded that there is need to incorporate these tools in project management. However, a study by Wachamba (2009) discovered that there are difficulties in the application of the M&E systems, which was mainly attributed to the tools and techniques used. This is due to the difficulty in their applicability. Njama (2015) established that organization's leadership greatly influences effectiveness of M&E system. Community based and driven development projects are best undertaken in a context-specific manner, with a long time horizon and with careful and well-designed monitoring and evaluation systems (Mansuri and Rao, 2004).

2.4 Conceptual Framework

A theoretical model is a diagram-based framework that attempts to describe how elements in a study are linked. It's a framework that illustrates the concepts being researched as well as their connections (Mugenda & Mugenda, 2009). The dependent variable varies when independent variables appear or change. The parameters in this investigation are depicted in the following theoretical framework and their relationships.

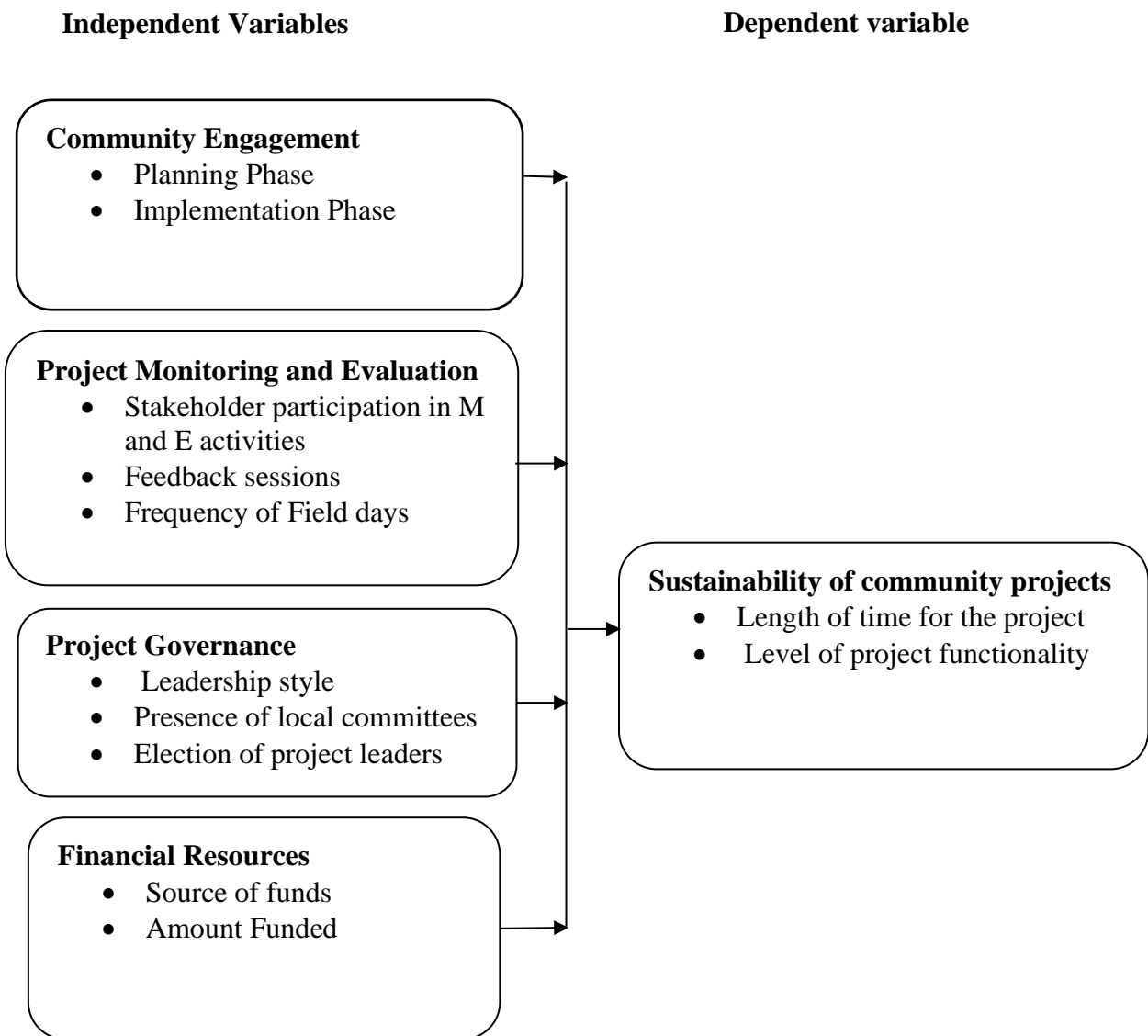


Figure 2.1: Conceptual Framework

2.5 Critique of Literature Review

Numerous research on community involvement, project implementation and control, management approaches, financial means, and long-term viability of community projects have yielded positive results, while some have flaws. Wanyera (2016), for instance, looked at the impact of community engagement on the long-term viability of community-based programs in the Kiambiu slums, but the conclusions cannot be generalized to other regions of the country as these circumstances in Kiambiu are so different from those elsewhere. Furthermore, the extent of public participation and who is participating is determined by the region in which a project occurs.

Moreover, the Pakistan Engineering Council placed too many limits on Irfan and Hassan's (2019) study on the impact of project governance and viability on project success in Pakistan's public sector enterprises. PLS-SEM was unable to capture the involvement of the governments, public representatives, funders, and contractors because only 425 respondents were involved in providing information about project leadership. The inclusion of these individuals would have resulted in a more thorough outcome. Furthermore, the government structure dictates the hierarchy in a project's leadership and governance. Because Pakistan is a federal state and Kenya is a unitary state, a project that works in Pakistan will fail in Kenya due to the differences in methodologies.

The study by Santos and Varajao (2015) identified the project management office (PMO) as a critical part of national sector success of the project paid insufficient attention to the path required to achieve project consistency surveillance. Furthermore, the results are from the pre-COVID-19 era and are unlikely to be the same as those from the COVID period. Ghosh, Buckler, Skibniewski, Negahban, and Kwak (2014) conducted research to identify organizational weaknesses in managing sustainable projects and to provide solutions to increase organizational readiness to comply with durable project governance.

The study had a pessimistic approach to project sustainability, implying that the programs under consideration were not long-term and yielded negative results.

2.6 Research Gap

There was no findings on the conservation of community projects in Samburu County, and because prevailing conditions vary regionally, it is essential to analyze the appropriateness of community projects in Samburu County and analyze the outcomes with those from other parts of the country and the globe. Furthermore, all of the studies were conducted prior to the emergence and spread of the COVID-19 sickness, which increased the cost and restrictions of project management, monitoring, and assessment. As a consequence, the findings of this study will provide knowledge into project management during the COVID-19 period and will compare the results to tests performed prior to the emergence and spread of COVID-19.

2.7 Summary of Literature Review

To determine which concepts should act as the study's basis, the researchers conducted a theoretical review. The basis for this research was laid by the Theory of Citizen Participation, Agency Theory, Resource Dependency Theory, and Need Chain Theory, which guided the construction of the conceptual framework. A more in-depth empirical review was conducted to confirm the results of other investigations. A conceptual model was built as a graphical depiction of the relationship(s) between the independent and dependent variables.

2.8 Operationalization of Variables

TABLE 3.1
Operationalization of Variables

Variable	Variable Type	Indicators	Measurement Scale	Type of analysis	Data collection instrument
Community Engagement	Independent	Planning Phase Implementation Phase	Nominal & Ordinal	Correlation & Multiple regression	Questionnaire
Project Monitoring and Evaluation	Independent	Frequency of Field days Feedback sessions Stakeholder participation in M&E activities	Nominal & Ordinal	Correlation & Multiple regression	Questionnaire
Project Governance	Independent	Leadership style Presence of local committees Election of project leaders	Nominal & Ordinal	Correlation & Multiple regression	Questionnaire
Financial Resources	Independent	Source of funds Amount Funded	Nominal & Ordinal	Correlation & Multiple regression	Questionnaire
Sustainability of community projects	Dependent	Length of time for the project. Functionality level of the project	Nominal & Ordinal	Correlation & Multiple regression	Questionnaire

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology that was adhered in fulfilling the purpose of this study. The section has research design, target population, sampling technique and sample size, data collection instruments, data collection procedures and data processing and analysis.

3.2 Research Design

Research design is the systematic guidelines on how research questions can be addressed in a study (Kombo & Tromp, 2006). Orodho (2008), explains that a research design is the plan, scheme, or outline for formulating answers to issues under study. It can also be achieved as schematic framework that allows minimal dispersion from target goals and provides mechanisms on how to address issues that may jeopardize achievement of study objectives (Sekaran & Bougie, 2013). According to Kothari (2011) research design can be broadly classified into descriptive, qualitative, quantitative and descriptive. The choice was solely guided by research objectives, data available and methods of analyzing the data.

This study deployed descriptive research design which Sekaran and Bougie (2013) defined as consolidation of information and data to respond to questions on why, what, when and how. According to Creswell (2008), the descriptive method of study is used to obtain data about the already existing condition. Consequently, the emphasis was on describing instead of judging and interpreting. Moreover, Saunders, Lewis and Thornhill (2014) justified its use in social sciences due to its capacity to respond to gather data on opinion, social behaviors and attitude.

It was appropriate for the study since the study sought to describe factors that are associated with sustainability of community based projects undertaken in Samburu County.

3.3. Target Population

This refers to the comprehensive collection of all individuals or elements under study (Saunders et al., 2014). Borg and Crall (2009), define this concept as a conventional study of the whole set of real or hypothetical individuals, objects, or events from which a researcher generalizes the result. It can also be defined as the total collections of elements about which inferences are made and refer to all possible cases which are of interest (Sekaran, 2010). The target population is also defined as that population to which a researcher wants to generalize the results of the study (Kothari, 2004). In this study, the unit of analysis was community based Organizations (CBOs) managed projects in Samburu County with the respondents being the managers of these CBO projects. There were 600 such projects in Samburu County and therefore the target population was 600 as the study picked one manager from each project that is continuing and those completed within the last two years (March 2019 to March 2021).

3.4 Sampling Technique and Sample Size

Sampling refers to the process of selecting a subset from the target population and its findings can be generalized in the wide population (Sekaran & Bougie, 2013). Also, according to Mitchell and Jolley (2013) sampling also is where units are chosen from a population of interest with the purpose of ensuring fair presentation of the population in order that the end results would present a generalized but representative image of the population under study. Sampling can be carried out through probabilistic and non-probabilistic approaches (Kothari, 2011). In probabilistic criterion all individuals and elements under considerations have equal chances of being considered while in non-probabilistic approach inclusion and exclusion procedures are clearly stated (Saunders et al., 2014).

This study followed probabilistic approach and respondents were classified as per Sub-Counties in Samburu County. Sample size was estimated through use of the following formula (Nassiuma, 2000). $n = NC^2 \div (C^2 + (N-1) e^2)$ (note: n=sample size; N=population size; C=Coefficient of variation which is $\leq 30\%$; e=margin of error which is fixed between 2-5%). The study sample was calculated at 30% coefficient of variation and 2.5% margin of error.

$$n = 600 * 0.3^2 \div (0.3^2 + (599) * 0.025^2) = 116$$

The study sample size comprised of 116 respondents representing different community-based projects in Samburu County.

3.5 Data Collection Instruments

Primary data was used in the study and it was gathered through issue of structured questionnaires. A questionnaire is a tool used in survey, and it has self-administered questions (Manheim & Richard, 1995). Questionnaires are dominant in social sciences because they can be administered to wider group of respondents within short period of time, they guarantee confidentiality since no adoption of audio or visual recording Sekaran and Bougie (2013). Further, questionnaires can be administered online. The questionnaires are defined by Glen (2003) as `` any written instruments that present respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from among existing answers.

Questionnaires were used because as explained by Lyon (2007) they are used to collect data about phenomena that is not directly observable such as. inner experiences, opinions, values, interests, they are more convenient to use than direct observation when used for collecting data therefore the advantages of using questionnaires are as follows: can be given to large groups, respondents can complete the questionnaire at their own convenience,

answer questions out of order, skip questions, take several sessions to answer the questions, and write in comments.

Questionnaire was comprising of six main parts. In part A demographic information of the respondents was sought. It had questions in nominal scale. In B to E information on factors affecting sustainability of projects was sought and 5 point Likert scale was used. In part F information on project sustainability was sought and 5 point Likert scale was used.

3.6 Data Collection Procedures

Prior to data collection research permit was sought from KCA school of graduate studies. Research license was acquired from National Commission for Science and Technology (NACOSTI). The letter and research permit were presented at Samburu County commissioner's office. Three research assistants were recruited and trained on how to carry out data collection exercise. Through their assistance, the primary data was collected concurrently in the three Sub Counties using structured questionnaires, both open and closed formatted questions as well as questions presented in Likert-type scales was used. A questionnaire is free from interviewer's biases and can be administered to a large number of respondents (Kothari, 2009). The researcher employed drop and pick later means of distributing the questionnaires in order to save time and ensure that respondents fill them in.

3.7 Pilot Testing

There is need to pretest research instrument prior to the actual study. Through piloting the research instruments short comings are identified and requisite corrections undertaken (Saunders et al., 2014). Courtesy of piloting Sekaran and Bougie (2013) argues that it is easier to erode likelihood of measurement errors and amplifies likelihood of identifying challenges that may hinder successful collection of requisite study data.

According to Cooper and Schindler (2014) through piloting capacity of research instrument to achieve research objectives is evaluated and requisite corrections are addressed on time. Piloting of the research instrument was carried out in Isiolo County and 15 respondents were considered. Isiolo County is guided by the fact Samburu and Isiolo are members of Arid and semi-arid regional segmentation.

3.7.1 Reliability analysis

A research instrument is deemed to be reliable if once administered to several groups of respondents it gives similar findings (Oso & Onen, 2009). According to Sekaran and Bougie (2013) research instruments are reliable if there is notable degree of stability whenever administered to groups with different characteristics. According to Babbie (2010) reliability evaluation is affected by single observations hence the need to check outlier prior to its examination on any data set. Wilson (2010) cautions against subjective approach to reliability since it may lead to compromise of the data set. For useful results to be provided by a questionnaire according to Orodho (2004), there must be validity and reliability in the questions. Reliability measures the degree of relevance of questionnaire content while validity refers to the instrument ability to test the phenomena in study. The researcher was able to receive feedback that was valuable on how questions were to be recorded and restructured from pre-testing.

Research instruments need to be pre-tested to promote clarity of instruments to be used. The objective of promoting clarity was to make sure information that is accurate is collected and remove any revealed deficiencies during the exercise of pre-testing (Mugenda, 1999). Pre-testing of the questionnaire was conducted and was not allowed to be part of the main study. In this study Cronbach alpha coefficient was adopted for testing reliability. According to Sekaran and Bougie (2013) Cronbach Alpha coefficient ranges from 0 to 1 and if it's greater than 0.7 then the research is deemed to be fit.

3.7.2 Validity analysis

Validity refers to the ability of research instrument to be able to adhere to testable scientific procedures during generation of its findings (Saunders et al., 2014). According to Oliver (2010) validity is a necessary requirement in social sciences. Validity can be classified into content, criterion, construct, external, concurrent & face validity. According to Kothari (2011) validity can be examined through appropriate selection of time scale, adoption of research methodology that is congruent to study characteristics, use of the appropriate sampling techniques and avoidance of coercion and intimidation during data collection techniques.

3.8 Data Processing and Analysis

After data collection, it was cleaned, coded and entered into Statistical Packages for Social Scientists (SPSS, Version 25) for analysis. According to Saunders et al., (2014) through data analysis it will be easier to examine how the questionnaires were responded to and evaluate quality of data collected in line with study objectives. Since the questionnaires were comprising of closed and open ended questions. Qualitative data gathered was analyzed through use of content and thematic analysis.

Quantitative data was analyzed through use of measures of central tendency, (mean) and dispersion (standard deviation). Further, frequencies and percentages were used to analyze those responses that were in Likert scale.

In summary, the study employed the use of spread sheets. Compilation of the results was done after systemic and thorough data cleaning and coding to develop relationships. The respondent answers were rated on a five point Likert scale. In this proposed model, each observed response (from 1 to 5) had a common and partially underlying factor.

SPSS was used to conduct correlation and regression analysis. Charts, frequency distribution tables, and bar charts played a great role in the presentation of the study results.

Moreover, inferential statistics that included correlation to show the strength of association between community engagement, project governance, project financing and monitoring and evaluation on sustainability of community-based project in Samburu County. Multiple regression analysis was used to show the nature of the effect of; community engagement, project governance, project financing and monitoring and evaluation on project sustainability. The regression model was of the formed.

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

Where Y= Sustainability of community projects; X₁ = Community engagement, X₂= Project governance, X₃= Project financing, X₄ = Project monitoring and evaluation, ϵ = Error Term.

α = Constant, the value of Y when all X are zeros.

β = The value of change in Y per unit increase in each independent variable while the others are constant.

3.8.1 Regression diagnostic tests

Regression modelling was based on normality, linearity, heteroscedasticity and multicollinearity. According to Gujarati (2003) data is said to be normally distributed if it has bell shape. Normality of the data was evaluated through graphical approach. According to Greene (2008) normally distributed have mean of zero (0) and standard deviation one (1). Normality can be achieved through data transformation and increasing the sample size. Homoscedasticity and multicollinearity test were also conducted to minimize the chances of bias of that the data collected. Homoscedasticity, Levene test (1960) for equality was employed using one-way ANOVA procedure. Significance level of $\alpha=5\%$, for $p \geq 0.05$ was accepted, while for $p < 0.05$ was rejected.

Multicollinearity test was based on VIF and Tolerance levels. VIF of value ≤ 3 indicates no multicollinearity while a VIF of ≥ 3 will indicate presence of collinearity. VIF value more than 10 will reveal a problem with multicollinearity. Established Tolerance

Statistics values below 0.1 indicated a serious problem while Tolerance statistics below 0.2 indicated a potential problem.

Linearity assumption will be evaluated through use of scatter diagrams. Linear relationship can be positive or negative. Homoscedasticity is a condition in which there is uniformity of the variance of error terms. Heteroscedasticity will be evaluated through use of likelihood ratio test that states that there is homoscedasticity. If its p value <0.05 , then the data will not be homoscedasticity.

Robust standard errors should be used if OLS model is fitted or Generalized Methods Moments, if the coefficient will not be within the range of 1.5 to 2.5 then the data will be faced by heteroscedasticity. Hence, GMM model should be fitted. Multicollinearity will be used to evaluate the degree of relationship among independent variables. Variance Inflation Factors (VIFs) and tolerance limits will be applied in examination of multicollinearity. Greene (2008) asserts that VIFs less than 10 indicates absence of multicollinearity.

3.9 Ethical Considerations

Prior to responding to questionnaires, the respondents will be notified on the need not to disclose their identities and all risks that they may expose themselves to will be clarified. The use of information gathered for academic reasons will be clarified and exit any point in the data gathering will be assured. Further, all materials that will be used in the study will be adequately acknowledged and cited. The respondents will be assured of confidentiality of the information they will provide. Additionally, informed consent was sought from the respondents before commencement of the study. To ensure anonymity of the respondents and alleviate the fear of victimization, codes were used to represent respondent names hence anonymity was assured.

CHAPTER FOUR

ANALYSIS, RESULTS AND DISCUSSIONS.

4.1 Introduction

The chapter discusses analysis of the data, interpretations and presentation. Quantitative data was analyzed using descriptive and inferential statistics while qualitative data was analyzed using content analysis. Data was presented in frequency distributions, percentages and frequency tables for ease of understanding and interpreting of the findings.

4.2 Response Rate

The study targeted 116 different community based projects in Samburu County. The study managed to obtain complete data from 83 respondents. The 83 respondents made a 71% response rates which was considered adequate for the study which was considered sufficient for the study since it was more than 50% as supported by Mugenda and Mugenda (2008) who asserted that 50% response rates are acceptable for analysis, and publication, 60% are good while 70% are excellent.

TABLE 4.1
Shows the Response Rate Results.

Response	frequency	Percent
Return questionnaires	83	72
Unreturned questionnaires	33	22
Total	116	100

4.3 Reliability Analysis

The questionnaire was pre-tested before actual data collection. Reliability of the research instrument was measured using Cronbach alpha which measures internal consistency. This study considered acceptable reliability to be Cronbach alpha value of 0.70 and above. As shown in Table, the overall Cronbach alpha value was 0.7 indicated high degrees of reliability as well as internal consistency therefore deemed suitable for the study.

TABLE 4.2
Reliability Statistics

Cronbach's Alpha	No. of Items
.696	70

4.3 Background Information

The study results on background information are aligned as per the study objectives questions in the subsequent.

4.3.1 Distribution of respondents by gender

Participants were required to indicate their gender category. This was sought in to ensure fair involvement of male and female respondents, Results are presented in Table 4.3

TABLE 4.3
What is your Gender

Gender	Frequency	Percent
Female	43	51.8
Male	40	48.2
Total	83	100

Results gathered show that majority (51.8%) of the respondents were females whereas (48.2%) males. Drawing from the above findings it's evident that both genders were fairly involved in this study which implies that the findings of this study did not suffer from gender biasness.

TABLE 4.4
Distribution by Age Bracket

AGE BRACKET	FREQUENCY	PERCENTAGE
18-29 YEARS	1	1
30-39 YEARS	25	30
40-49 YEARS	47	57
50-59 YEARS	10	12
TOTAL	83	100

Majority of the respondents were aged 40-49 years, representing a group with highest managerial skills.

4.3.2 Highest educational level attainment

Educational qualifications are closely linked with individual understanding ability and interpretation of subjects. In order to gauge participant's ability to respond to research questions, all the respondents were required to indicate their highest educational qualifications.

TABLE 4.5
What Is Your Highest Level of Education

Highest Level of Education	Frequency	Percent
Certificate	46	55.4
Diploma	30	36.1
Graduate/Degree	7	8.4
Total	83	100

Results presented in table 4.2 show that most of the respondents (55.4%) held certificate, 36.1% of the respondents held diploma whereas 8.4% of the respondents held bachelor's degree. This implies that all the respondents were well educated which means that they could respond to the research question effortlessly.

4.3.3 Period of service

Participants in this survey were required to indicate the period they worked in managing of projects. Results are presented in table 4.6 the respondents were required to indicate their highest educational qualifications.

**TABLE 4.6
What Is Your Period of Service**

Period of Service	Frequency	Percent
Less than 1 year	7	8.4
1-5 years	66	79.5
6-10 years	9	10.8
Over 10 years	1	1.2
Total	83	100

Results show that 8.4% of the respondents had worked for a period of less than one year, 79.5% of the respondents had worked for a period of 1 to 5 years, 10.8% of the respondents had worked for a period of 6-10 years while 1.2% of the respondents had worked for a period of over ten years. From the findings, it's evident that most of the participants had served from a considerable period time which implies that they were in a position to give credible information relating to this study

4.3.4. Status Of Current Study

Results show that 8.4% of the respondents had been in inception stage of the current project, 60.2% of the respondents were midway with the current projects, 31.3% of the respondents had completed the current project. From the findings, it's clear that most of the participants had been taking on the project which implies that they were in a position to give credible information relating to this study.

TABLE 4.7
What Is The Status Of Your Current Project

Current Project Status	Frequency	Percent
Inception	7	8.4
Midway	50	60.2
Complete	26	31.3
Total	83	100

4.4 Descriptive Statistics

This section represents the descriptive statistics outcome on community engagement, project governance, project financing and project monitoring and evaluations. The descriptive statistics on factors affecting the outcome on sustainability of community based projects was undertaken in order to explain the extents in to which it affects the sustainability of community projects in Samburu County during Covid-19 in a five point's Likert scale. The range was between 'strongly disagree (1)' to 'strongly agree' (5). The scores of disagreeing were taken to represents a variable which had a mean of score less than 2.5 on the continuous Likert scale .the score of agreeing have been taken to represents a variables with mean score of 2.5 to 3.4 on the continuous Likert scale while the score of both agree and strongly agree had been take taken to represents a variable which had a mean score of 3.5 to 5 on continuous Likert scale . A standard deviation (SD) greater than 2 was considered to be high and this meant the respondents had differing opinions while SD less than 2 showed respondents' opinions did not differ.

4.4.1 Community engagement

First the study sought to examine the influence of community engagement on sustainability of community projects in Samburu County during Covid-19 crisis. From the result on table 4 it indicated that community engagement influence the sustainability by very low extent by 1.2%, moderate extent 16.9%, very great extent by 8.4%, low extent 4.8% and great extent 68.7% implying community had significant influence on community project.

TABLE 4.8
To What Extent Does Community Engagement Influence Sustainability of Community Projects.

	Frequency	Percent
Very low extent	1	1.2
Moderate extent	14	16.9
Very great extent	7	8.4
Low extent	4	4.8
Great extent	57	68.7
Total	83	100

4.4.1.1 Community Engagement.

The influence of the community engagement was the first objective of the on the influence of on sustainability of community projects in Samburu County during Covid-19 crisis.

Respondents were required to indicate their level of agreement with the following statements role of community engagement on the sustainability of community-based projects in Samburu County during the Covid-19 crisis.

TABLE 4.9
Community Engagement

Community Engagement	N	Minimum	Maximum	Mean	Std. Deviation
The participation in capacity building gives the community a better sense of understanding of their needs	83	1	4	2.6265	0.61902
Satisfying key community requirement is central to achieving successful project outcome and project sustainability.	83	1	4	2.5542	0.64869
Participation is critical to provide local solutions to local problems	83	2	4	2.5301	0.61162
Community feels a sense of duty and willingness to participate in their own development	83	1	4	2.506	0.6874
Participation enables the minority or marginalized groups to establish the sense of trust and confidence in government/ organization	83	2	4	2.506	0.54936
The project beneficiaries are involved in the various stages of the project process	83	1	4	2.4337	0.66613
The host community is fully involved in the implementation phase of the projects	83	1	3	2.4096	0.51882
Communities have a robust plan to engage those with vested interests and are likely to be affected by any resolution	83	1	3	2.3855	0.53719
In the process of monitoring and evaluation the community members are involved	83	1	4	2.3614	0.55388
There is need for communities to be given a chance for voting and decision-making	83	1	4	2.3494	0.59333
Community participation ensure they have a chance to shape the outcome and project sustainability	83	1	4	2.3133	0.6034
The members of the community participate in the planning phase of the projects	83	1	3	2.0843	0.32024
Valid N (listwise)	83				

4.4.2 Project governance.

First the study sought to examine the influence of community project governance on sustainability of community projects in Samburu County during Covid-19 crisis

From the result on table 4 it indicated that project governance influence sustainability of community projects by 9.6% moderate extent, very great extent by 6% and great extent by 84.3% therefore implying that project governance had great effect on sustainability of community projects in Samburu County during Covid-19 crisis.

TABLE 4.10
To What Extent Does Project Governance Influence Sustainability of Community Projects.

Project Governance	Frequency	Percent
Moderate extent	8	9.6
Very great extent	5	6
Great extent	70	84.3
Total	83	100

4.4.3 Project governance.

The influence of the project governance was the second objective of the on the influence of on sustainability of community projects in Samburu County during Covid-19 crisis.

Respondents were required to indicate their level of agreement with the following statements relating to the influence of project governance on sustainability of community projects in Samburu County during Covid-19 crisis.

From the research findings, majority of the respondents agreed that: Management of projects has increased the alignment of development projects with host community's priorities (M= 2.5663 SD=0.60783), that Advice about technical architecture is available for the project M=2.5301 SD=.54855, that scrutiny is done to prevent wastage of resources M=2.5181 SD=.6121. they further agreed that they are clear achievable estimates in the project schedule and budget M=2.506 SD=.503.

Majority disagreed that: the community is satisfied with the overall management of the projects (M = 2.4578 SD=0.59060), that there is sufficient human resource for the sustainability of the community-based project M=2.4819 SD.54855, and that any official involve in corruption is punished M=2.4217 SD=0.5657.

The study revealed that the projects did not adopt mixed leadership style including the authoritative and horizontal leadership styles (M= 2.12048 SD=0.452570).

TABLE 4.11
Project Governance

Project Governance	N	Minimum	Maximum	Mean	Std. Deviation
There is sufficient technical expertise to manage the project.	83	1	5	2.6265	0.63842
Management of projects has increased the alignment of development projects with host community's priorities.	83	1	4	2.5663	0.60873
Advice about technical architecture is available for the project.	83	1	4	2.5301	0.54855
The leadership skills of the managers are satisfactory	83	1	4	2.5301	0.63125
scrutiny is done to prevent wastage of resources	83	1	4	2.5181	0.6121
There are clear and achievable estimates in the project schedule and budget.	83	2	3	2.506	0.503
There is sufficient human resource for sustainability of the project	83	1	5	2.4819	0.65073
The local project committees are balanced based on gender	83	1	4	2.4699	0.54855
The community is satisfied with the overall management of the projects	83	1	4	2.4578	0.5906
Any official involved in corruption is punished	83	1	4	2.4217	0.5657
Risk management is satisfactory	83	1	4	2.3976	0.58309
Management of projects has not increased the alignment of development projects with host community's priorities.	83	1	4	2.3735	0.55679
The election of project leaders is always democratic and transparent	83	1	4	2.2892	0.57446
The projects adopts mixed leadership style including the authoritative and horizontal leadership styles	83	1	5	2.12048	0.45257
Project managers have adequate skills and experience (task familiarity) in management.	83	2	3	2.0482	0.21548
Valid N (listwise)	83				

4.4.4 Project financing.

In project financing the study sought to determine influence of project financing on sustainability of community projects in Samburu County during Covid-19 crisis.

From the result on table 4 it indicated that project financing influence sustainability of community projects by 9.6% moderate extent, very great extent by 1.2% and great extent by 89.2% therefore implying that project financing had very significant effect on sustainability of community projects in Samburu County during Covid-19 crisis.

TABLE 4.12
To what extent does project financing influence sustainability of community projects?

Project Financing	Status	Frequency	Percent
Valid	Moderate extent	8	9.6
	Very great extent	1	1.2
	Great extent	74	89.2
	Total	83	100

The influence of the project financing was the third objective of the on the influence of on sustainability of community projects in Samburu County during Covid-19 crisis Respondents were required to indicate their level of agreement with the following statements relating to the influence of project financing on sustainability of community projects in Samburu County during Covid-19 crisis.

From the research findings, majority of the respondents agreed that the amount of money offered for a project is always enough to complete the project (M= 2.6024 SD=0.53964).

Further, the study revealed that a realistic estimation of costs for all projects is usually done when planning for the projects (M = 2.5783 SD = 0.56570) also the study revealed that Most of the community based projects fail following in case the funders withdraw M=2.5181 SD=.50271.

Majority disagreed that: Funds for the project(s) are remitted in a timely manner M=2,4940 SD=0.529669, that financial management approaches are straightforward M=2.4819 SD=0.54909, that the Budgetary processes are bureaucratic hence causing delays in the process of implementation of projects (M= 2.4458 SD=0.60994) and that sustainable community based project, should have healthy balance sheet and a dependable funding source (M= 2.3614 SD=0.48334).

TABLE 4.13
Project Financing.

Statements	N	Minimum	Maximum	Mean	Std. Deviation
The amount of money offered for a project is always enough to complete the project	83	2.00	4.00	2.6024	.53964
A realistic estimation of costs for all projects is usually done when planning for the projects	83	1.00	4.00	2.5783	.56570
Amount of money allocated for the implementation of M&E is sufficient	83	1.00	4.00	2.5422	.61090
Most of the community based projects fail following in case the funders withdraw	83	2.00	3.00	2.5181	.50271
Funds for the project(s) are remitted in a timely manner	83	1.00	3.00	2.4940	.52669
The budget allocation in Samburu county is restrictive	83	2.00	4.00	2.4940	.57112
Financial management approaches are straightforward	83	1.00	4.00	2.4819	.54909
Budgetary processes are bureaucratic hence causing delays in the process of implementation of projects	83	1.00	4.00	2.4458	.60994
Sustainable community based projects have financial systems that facilitates designing of products to be most efficient	83	1.00	3.00	2.4337	.52249
sustainable community based project, should have healthy balance sheet and a dependable funding source	83	2.00	3.00	2.3614	.48334
Unpredictable changes in economic/market trends have an adverse effect of project processes	83	2.00	3.00	2.3373	.47568
The community projects in Samburu county source funds from different quotas including the national/county governments and international financial & humanitarian organizations	83	2.00	4.00	2.1325	.37518
Resources are mobilized and realized through different channels	83	1.00	3.00	2.0723	.30376
Valid N (listwise)	83				

4.4.5 Project monitoring and evaluation.

In project monitoring and evaluation, the study sought to determine influence of project monitoring and evaluation on sustainability of community projects in Samburu County during Covid-19 crisis.

From the result on table 4 it indicated that project monitoring and evaluation influence sustainability of community projects with moderate extent by 8.4%, very great extent by 3.6%, low extent 1.2% and great extent by 86.7% concluding that project evaluation had great impact on sustainability of community projects in Samburu County during Covid-19 crisis.

TABLE 4.14
To What Extent Does Project Monitoring and Evaluation Influence Sustainability of Community Projects?

Project M & E	Status	Frequency	Percent
Valid	Moderate extent	7	8.4
	Very great extent	3	3.6
	Low extent	1	1.2
	Great extent	72	86.7
	Total	83	100

4.4.6 Project monitoring and evaluation.

The influence of the Project monitoring and evaluation was the third objective of the on the influence of on sustainability of community projects in Samburu County during Covid-19 crisis. Respondents were required to indicate their level of agreement with the following statements relating to the influence of project monitoring and evaluation on sustainability of community projects in Samburu County during Covid-19 crisis. From the research findings, majority of the respondents agreed that the M&E is guided by the financial capacity of the financier (M= 2.5783 SD=0.60728) and the M&E frameworks are easy for the M&E team to interpret and work on (M= 2.5422 SD=0.56958. Further the study revealed that

the county policies do not supports the M&E for community-based projects (M=2.4940 SD=0.52669) and the Stakeholder do not participation in M&E activities (M=2.4819 SD=0.61210) and again disagreed that the M&E goals are largely realized during the project implementation (M=2.4699 SD=0.52585), they further disagreed that the cost of M&E activities is always within the budget M=2.1566 SD=0.42718.

TABLE 4.15
Project Monitoring and Evaluation.

	N	Minimum	Maximum	Mean	Std. Deviation
The M&E is guided by the financial capacity of the financier	83	1.00	4.00	2.5783	.60728
The M&E frameworks are easy for the M&E team to interpret and work on	83	1.00	4.00	2.5422	.56958
The county policies supports the M&E for community-based projects	83	2.00	4.00	2.4940	.52669
Stakeholder participation in M&E activities	83	1.00	4.00	2.4819	.61210
M&E goals are largely realized during the project implementation	83	1.00	3.00	2.4699	.52585
The stakeholders are allowed for feedback sessions	83	1.00	4.00	2.4217	.58686
The M&E field days are frequent	83	1.00	4.00	2.3976	.58309
The M&E strategy matches the human capacity available	83	1.00	5.00	2.3855	.64072
There is a strong M&E team in the community based projects.	83	1.00	4.00	2.3855	.60145
The M&E promotes communication advocacy amongst all the stakeholders	83	1.00	4.00	2.3494	.59333
The M&E activities are carried out within schedule to promote the success and sustainability of the project	83	1.00	3.00	2.3253	.52052
The cost of M&E activities is always within the budget	83	2.00	4.00	2.1566	.42718
Valid N (listwise)	83				

4.5 Diagnostic Test

The study conducted a number of diagnostic test among them was the normality test, multicollinearity test, homoscedasticity test and autocorrelation test.

4.5.1: Normality test

Normality was assessed using the Kolmogorov-Smirnov and Shapiro wilk tests of residuals. The results were depicted as follows.

TABLE 4.16
Tests Of Normality

Nomality	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
project governance	.200	83	.000	.790	83	.000
project financing	.143	83	.000	.778	83	.000
Project M and E	.145	83	.000	.964	83	.020
community engagement	.178	83	.000	.911	83	.000

a. Lilliefors Significance Correction

The study checked the normality test of the data by evaluating the descriptive values of skewness and kurtosis. The skewness values obtained indicated that the scores are skewed as many positive as negative skewed and not much closer to zero the vales range from -2 to 1 hence no skewness problems in the study. The kurtosis values fall within the range of -2 to +3 and therefore did not display excessive kurtosis as well. This results suggest that the normality assumption was violated in the study since the significance value was less than 0.05.

4.5.2 Multicollinearity test

Multicollinearity was assessed using the variance inflation factors (VIF). Table 4.10 shows the obtained results:

TABLE 4.17
Multicollinearity Test.

Multicollinearity Test	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Community engagement	.671	1.490
Project governance	.406	2.465
Project financing	.522	1.917
Project monitoring and evaluation	.881	1.135

The multicollinearity results on table shows that the **VIFs (1.4490, 2.465, 1.917 and 1.135)** are less than the recommended threshold of **10**. This indicates that there is no multicollinearity in the data and the assumption of multicollinearity has not been violated.

4.6 Correlation Results

To determine the relationship between the variables under study, the study used Karl Pearson's product moment correlation analysis. The findings were as shown in the table 4.9 below:

TABLE 4.18
Correlation Results.

		Sustainability	community engagement	Project monitoring and evaluation	Project financing	Project governance
Sustainability	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	83				
community engagement	Pearson Correlation	.523**	1			
	Sig. (2-tailed)	.000				
	N	83	83			
Project monitoring and evaluation	Pearson Correlation	.267*	.316**	1		
	Sig. (2-tailed)	.015	.004			
	N	83	83	83		
Project financing	Pearson Correlation	.679**	.250*	.204	1	
	Sig. (2-tailed)	.000	.022	.065		
	N	83	83	83	83	
project governance	Pearson Correlation	.266*	.427**	.428**	.247*	1
	Sig. (2-tailed)	.015	.000	.000	.024	
	N	83	83	83	83	83

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

* . Correlation is significant at the 0.05 level (2-tailed).

From the finding in the table above, the study found that there was strong positive correlation between project financing and sustainability of community based projects as shown by correlation factor of 0.679, this strong relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05.

The study also found strong positive correlation between community engagement and sustainability of community based projects as shown by correlation coefficient of 0.523, this

too was found to be significant at 0.000 level of confidence. The study further found strong positive correlation between project governance and sustainability of communities as shown by correlation coefficient of 0.266 at 0.015 levels of confidence. Finally, the study found strong positive correlation between project monitoring and evaluation and sustainability of communities as shown by correlation coefficient of 0.267 at 0.015 levels of confidence.

4.7 Regression Test.

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 25) to code, enter and compute the measurements of the multiple regressions. The model summary is presented in the Table 4.10 below.

TABLE 4.19
Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	0.598	0.577	0.17292

a. Predictors: (Constant), project governance, project financing, project monitoring and evaluation, community engagement.

The study used coefficient of determination to evaluate the model fitness. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent variable explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R²) of 0.598 and which implied that 59.8% variations on community based projects are explained by the independent variables under study (project governance, project financing, project monitoring and evaluation, community engagement).

Thus, 40.2% is accounted for by other factors not considered in the study and the error term.

The correlation coefficient ($r=0.773$) value indicates a joint strong correlation among the variables.

The study further tested the significance of the model by use of ANOVA technique.

TABLE 4.20
Summary Of One-Way ANOVA Results.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.464	4	0.866	28.962	.000 ^b
	Residual	2.332	78	0.03		
	Total	5.797	82			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), project governance, project financing, project monitoring and evaluation, community engagement.

From the ANOVA statics, the study established the regression model had a significance level of 0.000 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.05

TABLE 4.21
Coefficient

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.421	0.311		-1.352	0.18
	community engagement	0.499	0.105	0.388	4.761	0
	project financing	0.693	0.089	0.588	7.787	0
	Project monitoring and evaluation	0.066	0.101	0.053	0.659	0.512
	Project governance	-0.083	0.104	-0.068	-0.793	0.43

a. Dependent Variable Sustainability

As per the SPSS generated output as presented in table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = -0.421 + 0.499X_1 + 0.693X_2$$

Where Y= Sustainability of community projects;

X_1 = Community engagement,

X_2 = Project financing

The regression of coefficient result in table as regards, Community engagement, the results shows that $T=4.761$ and $p\text{-value}=0.000$ since p value is less than 0.005 at the $\alpha=0.005$ level of significant there exist enough evidence to conclude that the community engagement is less than 0.005 hence that appreciating the study conclusion that community engagement is useful predictor of the Sustainability of community projects in Samburu county in Kenya

Project finance was equally tested and from these result $T=7.787$, $p\text{-value}=0.005$ level of significant, there exist enough evidence to conclude that the project finance standard not zero and hence, that project finance is useful predictor of the Sustainability of community projects in Samburu County in Kenya.

Project monitoring and evaluation was equally tested and from these result $T=0.659$, $p\text{-value}=0.512$ level of significant there exist enough evidence to conclude that the Project monitoring and evaluation p standard zero and hence, that Project monitoring and evaluation project is not useful predictor of the Sustainability of community projects in Samburu County in Kenya. Finally, Project governance, was equally tested and from these result $T=-0.793$, $p\text{-value}=0.43$ level of significant there exist enough evidence to conclude that the Project governance p standard zero and hence, that Project governance is not useful predictor of the Sustainability of community projects in Samburu County in Kenya

The results interpretation based on equation indicates that if Community engagement, Project financing, Project monitoring and evaluation, Project governance remain unchanged

or has the value of 0, Sustainability of community projects in Samburu county in Kenya would decrease by unit 0.421

From the regression model obtained above, a unit change in community engagement the other factors constant would positively change sustainability by communities by a factor of 0.499. A unit change in project financing while holding the other factors constant would positively change sustainability by a factor of 0.693. Further enhancement on project monitoring and evaluation while holding the other factors constant would positively change sustainability by members a factor of 0.066 while a unit change in project governance while holding the other factors constant would negatively change sustainability by communities by a factor of 0.083.

The results interpretation based on equation indicates that if Community engagement, Project financing, Project monitoring and evaluation, Project governance remain unchanged or has the value of 0, Sustainability of community projects in Samburu county in Kenya would decrease by unit 0.421

In conclusion, the inferential statistic indicted that the Sustainability of community projects in Samburu County in Kenya was explained by independent variable Community engagement and project financing and therefore appreciating that the Community engagement and project financing were the good predictor of Sustainability of community projects in Samburu County in Kenya during covid-19 crisis.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter will dwell on reports on the summary of the findings, conclusions of the study and recommendations on policy and further research in line with study objectives.

5.2 Summary of Findings.

This provides a summary of the analysis finding in line with anchoring study objectives.

5.2.1 *Community engagement*

The objective sought to examine influence of community engagement on sustainability of community projects in Samburu County during Covid19 crisis. It was found that involving the community in the projects gives the community a better sense of understanding what they need hence promoting the success as well as the sustainability of those projects. Community feels a sense of duty and willingness to participate in their own development, satisfying key community requirement is central to achieving successful project outcome and project sustainability, Participation enables the minority or marginalized groups to establish the sense of trust and confidence in government/organization and the participation capacity building gives the community a better sense of understanding of their needs, these had a mean of 2.5 and above a clear indication that community engagement has a direct and significant relationship with sustainability of the community based projects during Covid-19 crisis.

It is therefore important to engage the community from the beginning of the project so that the community owns the project as this will ensure that the project does not face rejection as the community will have sense of ownership.

These findings agree with Noori, (2017), which suggested that effectively engaging stakeholders has a positive effect on project sustainability, that effectively engaging stakeholders has a positive effect on project sustainability.

Community engagement is key to sustainable projects. The study also agrees with Wanyera, (2016) outlined that while community engagement matters throughout the life of a project, some phases such as project conceptualization and implementation require intense community/ stakeholder participation.

5.2.2 Project governance

The objective sought to examine the influence of project governance on sustainability of community projects in Samburu County during Covid-19 crisis. Results reveal that management of projects has increased the alignment of development projects with host community's priorities to ensure sustainability and success. There is sufficient technical expertise to manage the project which means advice about technical expertise is available for the project, the leadership skills of the managers are satisfactory, scrutiny is done to prevent wastage of resources and there are clear and achievable estimates in the project schedule and budget, these had a mean of 2.5 and above indicating that project governance is an important factor to consider when it comes to sustainability of community based projects, during Covid-19 crisis.

These findings agree with that of Irfan & Hassan, (2019) that project governance and sustainability have a positive impact on the project success of the public sector organizations explaining roughly 64% of variance in project success. The study findings also agree with Kakabadse, et al, 2005 that in the absence of effective governance, malpractices, budget overruns and poor service delivery will abound thus dealing a blow to the project. Therefore is very important to consider qualified personnel with right skills for the project in question for a successful project in the community.

5.2.3 Project financing

The third objective sought to establish the influence of project financing on sustainability of community projects in Samburu County during Covid19 crisis. The results revealed that having a financial system for the community based projects and good planning in place promotes sustainability of community based projects. Project finance has gained a great role nowadays with public sector public private partnership (PPP) financing arrangements in Kenya. Determining the finance model for a project is very key depending on the nature of project. People with finance skills and competency are the ones to be engaged to ensure the right model is chosen to ensure that the project is sustainable. A realistic estimation of costs for all projects is usually done when planning for the projects, amount of money allocated for the implementation of Monitoring and Evaluation is sufficient and most of the community based projects fail following in case the funders withdraw, these had a mean of 2.5 and above indicating that project finance is key when it comes to sustainability of community based projects.

The findings agree with studies by Lasa, et al., (2017) that recommended that for project finance to succeed there is need to undertake a comprehensive appraisal and risk assesment of all the project which falls under planning. The study also agrees that management of community based project is a factor to be considered so as to ensure success of such projects and therefore agrees with a study by Ndubi, Kagiri, & Muchelule (2018) showed that mismanagement of properly funded projects is the leading cause of project attrition in developing countries, thus the large number of white elephant projects can be attributed to mismanagement. The results imply that despite the respondents being aware of the role played by project financing in the sustainability of community-based projects, the presence of Covid-19 made the finances to be redirected towards fighting the pandemic hence halting most of the continuing projects.

5.2.4 Project monitoring and evaluation

This objective sought to establish the influence of project monitoring and evaluation on sustainability of community projects in Samburu County during Covid-19 crisis. The results revealed that project evaluation had great impact on sustainability of community projects in Samburu County during Covid-19 crisis. These findings agree with that of Maijo (2020) that Monitoring and evaluation plan should be regarded as one of the components contributing to project sustainability.

Monitoring and evaluation system is more imperative in the sustainability of community-based projects. The study also agrees with that of Mayoux & Chambers, 2005 that to ensure project sustainability, the need for monitoring and evaluation should be from within some members of the community should be part of the M&E team to ensure community representation. From the research findings, majority of the respondents agreed that the M&E is guided by the financial capacity of the financier ($M= 2.5783$ $SD=0.60728$) and the M&E frameworks are easy for the M&E team to interpret and work on ($M= 2.5422$ $SD=0.56958$, had a mean of 2.5 and above indicating that M& E is key when it comes to sustainability of community based projects. The findings imply that the respondents were well informed on the role of M&E activities in sustainability and completion of community-based projects.

5.3 Conclusions.

The study concludes that community engagement in community based projects will promote the sustainability and success of community projects and this will promote local development in the county as well as create employment for the people in the county this increasing their standards of living, and enhances project ownership by the host community. Equally, Project governance is key since qualified personnel is key to a successful project. This will ensure resources are well taken care of reducing wastages.

Another key variable that must be in place for community based projects is project monitoring and evaluation in each stage of the project. Involving skilled stakeholders in M&E will lead to timely completion of projects and having a sustainable project. Finally, the study concluded that project financing has a strong association with sustainability of a project. There is no project that can run without financing. There is need to secure different sources of financing so as to promote economic development in the county.

5.4 Recommendations

The community based projects acts as a catalyst in economic development and growth in a county. Therefore, there is need to consider engaging the community from planning to the last stage of project implementation.

The study also recommends that different sources of financing for community based project is important to ensure risk diversification and also to ensure enough funds are available to undertake a particular project as this will ensure no stoppages and hence a success.

Training (capacity building) on project M&E be undertaken within the county government to enable them properly embrace stakeholders' participation process so as to include all stakeholders in monitoring and evaluation of county government sponsored projects. Modern technology should be adopted to increase efficiency through increased budget allocations.

The study finally recommends that each county should be able to come up with policies on how community based projects should be executed during a pandemic so as to ensure that community based projects are sustainable.

5.6 Areas For Further Studies.

The study sought to examine the factors that influence community based projects in Samburu County during Covid -19 crisis, Kenya. Further research need to expand

geographical survey to other counties like Nairobi with urban set and outside Kenya.

The current factors contribute on 59.8% on sustainability, Other studies should be conducted

on the other factors effecting sustainability of community based projects Contributing 41.2%

of Sustainability.

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APPENDICES

Appendix I: Research Questionnaire

SECTION A: Demographic Information

1. What is your gender?

Female [] Male []

2. What is your age bracket?

18-29 years [] 30-39 years [] 40-49 years []
50-59 years [] 60 and above years []

3. What is your highest education level?

Certificate [] Diploma [] Graduate/Degree []
Masters [] PhD []

4. For how long have you worked have you been involved in managing of projects?

Less than 1 year [] 1-5 years [] 6-10 years [] Over 10 years []

5. What is the status of your current project?

Inception [] Midway [] Complete []

SECTION B: COMMUNITY ENGAGEMENT AND SUSTAINABILITY OF COMMUNITY PROJECTS

**6. To what extent does community engagement influence sustainability of
community projects?**

Very low extent [] Low extent []
Moderate extent [] Great extent []
Very great extent []

7. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to community engagement.

Statements	1	2	3	4	5
The members of the community participate in the planning phase of the projects					
The host community is fully involved in the implementation phase of the projects					
In the process of monitoring and evaluation the community members are involved					
Communities have a robust plan to engage those with vested interests and are likely to be affected by any resolution					
Community participation ensure they have a chance to shape the outcome and project sustainability					
Satisfying key community requirement is central to achieving successful project outcome and project sustainability.					
The project beneficiaries are involved in the various stages of the project process					
Community feels a sense of duty and willingness to participate in their own development					
Participation is critical to provide local solutions to local problems					
There is need for communities to be given a chance for voting and decision-making					
Participation enables the minority or marginalized groups to establish the sense of trust and confidence in government/organization					
The participation capacity building gives the community a better sense of understanding of their needs					

SECTION C: PROJECT GOVERNANCE ON SUSTAINABILITY OF COMMUNITY PROJECTS

8. To what extent does project governance influence sustainability of community projects?

- Very low extent [] Low extent []
- Moderate extent [] Great extent []
- Very great extent []

9. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to project governance.

Statements	1	2	3	4	5
The projects adopts mixed leadership style including the authoritative and horizontal leadership styles					
The local project committees are balanced based on gender					
The election of project leaders is always democratic and transparent					
Risk management is satisfactory					
The leadership skills of the managers are satisfactory					
The community is satisfied with the overall management of the projects					
There is sufficient human resource for sustainability of the project.					
Management of projects has increased the alignment of development projects with host community's priorities.					
Project managers have adequate skills and experience (task familiarity) in management.					
Advice about technical architecture is available for the project.					
There are clear and achievable estimates in the project schedule and budget.					
Management of projects has increased the alignment of development projects with host community's priorities.					
There is sufficient technical expertise to manage the project.					

SECTION D: PROJECT FINANCING ON SUSTAINABILITY OF COMMUNITY PROJECTS

- 10. To what extent does project financing influence sustainability of community projects?**

Very low extent [] Low extent []
 Moderate extent [] Great extent []
 Very great extent []

11. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-moderately agree, 4-agree and 5-strongly agree, kindly indicate your agreement level to the statements below that relate to project financing.

Statements	1	2	3	4	5
The community projects in Samburu county source funds from different quotas including the national/county governments and international financial & humanitarian organisations					
The amount of money offered for a project is always enough to complete the project					
Financial management approaches are straightforward					
Resources are mobilized and realized through different channels					
Most of the community based projects fail following in case the funders withdraw					
Sustainable community based projects have financial systems that facilitates designing of products to be most efficient					
Sustainable community based projects, should have a healthy balance sheet and a dependable funding source.					
Funds for the project(s) are remitted in a timely manner					
Unpredictable changes in economic/market trends have an adverse effect of project processes					
Amount of money allocated for the implementation of M&E is sufficient					
The budget allocation in Samburu county is restrictive					
Budgetary processes are bureaucratic hence causing delays in the process of implementation of projects					
A realistic estimation of costs for all projects is usually done when planning for the projects					

**SECTION E: PROJECT MONITORING AND EVALUATION ON
SUSTAINABILITY OF COMMUNITY PROJECTS**

12. To what extent does project monitoring and evaluation influence sustainability of community projects?

- Very low extent [] Low extent []
 Moderate extent [] Great extent []
 Very great extent []

13. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-moderately agree, 4-agree and 5-strongly agree, kindly indicate your agreement level to the statements below that relate to project monitoring and evaluation.

Statements	1	2	3	4	5
The cost of M&E activities is always within the budget					
The county policies supports the M&E for community-based projects					
The M&E activities are carried out within schedule to promote the success and sustainability of the project					
M&E goals are largely realized during the project implementation					
There is a strong M&E team in the county government					
The M&E field days are frequent					
The stakeholders are allowed for feedback sessions					
Stakeholder participation in M&E activities					
The M&E promotes communication advocacy amongst all the stakeholders					
The M&E is guided by the financial capacity of the financier					
The M&E strategy matches the human capacity available					
The M&E frameworks are easy for the M&E team to interpret and work on					

SECTION F: SUSTAINABILITY OF COMMUNITY PROJECTS

14. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to sustainability of community projects.

Statements	1	2	3	4	5
The projects have positive economic outcomes					
The projects at completion efficiently solves the problems they are aimed at solving					
The community based projects functions/operates at sustainable costs					
Members of community participate in project management in order to enhance the sustainability of the projects					
Managers of community projects possess requisite technical skills necessary for managing the project more effectively					
For community-based projects to remain sustainable, the management of the beneficiaries on general management of the project.					
Sustainability of community based projects is depended on reliable financial resource					
Sustainability of community-based projects are dependent on reliability of the reports produced					

THANK YOU FOR PARTICIPATING