

**ASSESSING THE ROLE OF STAKEHOLDER'S PARTICIPATION ON
SUSTAINABILITY OF DONOR FUNDED PROJECT: A CASE STUDY OF
YOUTH WITH DISABILITIES COMMUNITY PROGRAM IN TANGA**

FRILLNESS ISDORY TEMBA

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
MANAGEMENT OF OPEN UNIVERSITY TANZANIA**

2015

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: *“Assessing The Role of Stakeholder’s Participation on Sustainability of Donor Funded Project: A Case Study of Youth with Disabilities Community Program in Tanga”*, in partial fulfilment of the requirements for the degree of Master of Project Management of the Open University of Tanzania.

.....
Dr. Hawa Uiso
(Supervisor)

.....
Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania in that behalf.

DECLARATION

I, Frillness Isdory Temba, do hereby declare that this dissertation is my own original work and it has not been presented for a similar or any other award to any other University.

.....

Signature

.....

Date

ACKNOWLEDGEMENT

First of all, I thank the almighty God for giving me strength, wisdom and gift of life. I am greatly indebted to my Supervisor Dr Hawa Uiso for her guidance, support and positive criticism during the preparation of this research paper. I would also like to thank my lecturers for all the knowledge passed to me during the course work and also my sincere appreciation goes to MPM 2014 Colleagues especially Zanzibar center with whom we shared immensely thought during the production of this paper as well as they encouragement during tough time.

Also I would like to extend my thanks to my precious family for their heart felt encouragement towards my studies. Moreover my sincere appreciation also goes to my research interview respondents like YDCP Leadership team, City council Directors office Tanga region as well as to the parents and guardian of children with disabilities in Tanga. And all other who have play an important role in making this work complete may almighty God bless you all.

ABSTRACT

The study aimed at assessing the degree to which stakeholder participation in a project influences its sustainability. The main objective of the study was to assess the role of stakeholders' participation in promoting sustainability of donor funded project. A cross sectional descriptive research design was used with a sample size of 70 stakeholders. Being a qualitative study heavily influenced by the interpretivist philosophy, data were analyzed through content analysis and SPSS version 16.0. The study found that in order for stakeholders' participation to be effective in promoting sustainability of donor funded projects it should be initiated from the beginning of the project. The study also found that the major role of stakeholders' participation in donor funded projects was mainly in the form of Resource mobilization, Collaboration and partnership, Material contribution, and citizen control.

Keywords: Sustainability, Stakeholder participation and Donor funded projects

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
ACKNOWLEDGEMENT.....	v
ABSTRACT	vi
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF APPENDICES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Chapter Overview	1
1.2 Background Information	1
1.3 Statement of the Problem	2
1.4 General Objective.....	4
1.4.1 Specific Objectives.....	4
1.5 Research Questions	5
1.6 Relevance of the Study.....	5
1.7 Scope and Limitation of the study.....	6
1.8 Study Motivation.....	7
1.9 Organization of the Study	7

CHAPTER TWO	9
LITERATURE REVIEW.....	9
2.1 Chapter Overview	9
2.2 Basic Definition of Concepts	9
2.2.1 Stakeholders	9
2.2.2 Stakeholder Participation	10
2.2.3 Project Sustainability.....	10
2.2.4 Donor Funded Projects.....	11
2.3 Theory Supporting the Study	11
2.3.1 Stakeholder Engagement Theory	11
2.4 Review of Empirical Literature.....	13
2.5 Summary of the Reviewed Previous Study.....	17
2.6 Research Gap.....	18
2.7 Conceptual Framework	18
2.7.1 Independent Variables.....	19
2.7.2 Dependent Variable.....	19
CHAPTER THREE	20
METHODOLOGY.....	20
3.1 Chapter Overview	20
3.2 Research Philosophy	20
3.3 Research Design.....	20
3.4 Area of the Research	21
3.5 Survey Population	21
3.5.1 Sample Size and Sampling Technique	21

3.6	Types of data collected.....	22
3.6.1	Primary Data	22
3.6.2	Secondary Data Source	23
3.7	Research Instrument's'	23
3.7.1	Focus Group Interview and Questionnaire.....	23
3.8	Data Processing and Analysis	23
3.9	Validity and Reliability	24
3.9.1	Validity.....	24
3.9.2	Reliability	24
3.10	Research Ethics	25
CHAPTER FOUR.....		26
DISCUSSION OF FINDINGS		26
4.1	Chapter Overview	26
4.2	Basic Profile of Respondents	26
4.2.1	Gender	26
4.2.2	Level of Education	26
4.2.3	Age	27
4.2.4	Reliability of Data	28
4.3	Findings in Relation to Research Objectives	28
4.3.1	Findings of Objective Number One	28
4.3.1.1	Resource Mobilization	28
4.3.1.2	Setting Standard for Monitoring the Project Success.....	29
4.3.1.3	Collaborative Partnership.....	30
4.3.1.4	Material Contribution.....	30

4.3.1.5 Advocacy, Lobbying and Labor Offering	31
4.3.1.6 Information Giving	32
4.3.1.7 Consultation	32
4.3.1.8 Discussion of Findings	33
4.3.2 Findings of Specific Objective Number Two	33
4.3.2.1 To Assess Strength and Weakness of Stakeholder's Participation	33
4.3.3 Findings of Objective Number Three.....	35
4.3.3.1 To Discuss Methods used for Coordinating Stakeholders Activities.....	35
4.3.3.2 Stakeholder Analysis	35
4.3.3.3 Goal Oriented Project Plan.....	36
4.3.3.4 Stakeholder Power and Interest Matrix	37
CHAPTER FIVE.....	38
CONCLUSIONS AND RECOMMENDATIONS	38
5.1 Chapter Overview	38
5.2 Conclusion.....	38
5.3 Recommendations	39
5.4 Area for Further Research	39
REFERENCE	40
APPENDICES	45

LIST OF TABLES

Table 2.1	Project Life Cycle Stages and Levels of Involvement	13
Table 2.2	A Summary of Empirical Literature Review	17
Table 3.1	Population.....	21
Table 3.2	List and Designation of Research Respondents	22
Table 3.3	Cronbach's Alpha Description.....	24
Table 4.1:	Genders of Respondents.....	26
Table 4.2:	Level of Respondent Education	27
Table 4.3:	Age of Respondents.....	27
Table 4.4	Reliability Statistics.....	28
Table 4.5:	Participant Response On Resource Mobilized to YDCP.....	29
Table 4.6	Respondent Response on Government Involvement in all Phase of Project Cycle	29
Table 4.7:	Collaborative Partnership Role	30
Table 4.8:	Level of Stakeholders Participation in Material Contribution	31
Table 4.9	Citizen Control in Project Activities	31
Table 4.10:	Stakeholder Participation by Information Giving.....	32
Table 4.11:	Participation through Consultation	32
Table 4.12:	Summary of Respondents View on Strength and Weakness of Stakeholder Participation	34
Table 4.13	GOPP Tool Template and Format	36

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	19
Figure 4.1: Stakeholder Power and Interest Matrix	37

LIST OF APPENDICES

Appendix I: YDCP History	45
Appendix II: Typology of Participation	47
Appendix III: Research Questionnaires	49
Appendix IV: Stakeholders Participation (Primary beneficiaries).....	51
Appendix V: Government or District Authority (Tanga City Council).....	53
Appendix VI: Management Team/ Leadership Team (YDCP)	54

LIST OF ABBREVIATIONS

ADB	African Development Bank
AD	Assistive Devices
CBM	Christofell Blind Mission
CWWWUT	“Chama cha Wazazi wa Watoto Wenye Ulemavu Tanzania”
CWD	Children with Disabilities
FPCT	Free Pentecostal Church Tanzania
GoT	Government of Tanzania
KCMC	Kilimanjaro Christian Medical Centre
OECD	Organization for Economic Cooperation Development
OWANs	Organization Wants and Needs
PLC	Project life cycle
PWD	Parent of the Children with Disabilities
PMI	Project Management Institute
SPSS	Statistical Package for Social Science
SWANs	Stakeholder Wants and Needs
WASH	Water Sanitation and Health
UNDP	United Nation Development Program
USAID	United State of America International Development
YDCP	Youth with disabilities Community Program

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides background information to the study, statement of the problem, research objectives both general and specific, research questions and the significance of the study.

1.2 Background Information

Globally billions of dollars have been spent on community to enhance and strengthen the living condition of people (Peter *et al.*, 2015). Most often these dollars are been offered on a temporary bases and project typically have finite timeframe, yet the impact of the assistance and project are intended to be lasting, But this is not the case for most of donor funded project in Sub Saharan Africa (Ababa, 2013) and the country like Tanzania has not been spared from the situation (anecdotal reference). While the targeted group are benefiting from the project they also appreciate it and term it as a success, apparently it is well known that what makes a project success is her sustainability after donor exit, this is what differentiate project success and failure (Peter *et al.*, 2015).

The situation has been contributed by multiple factors among them being poor participation of stakeholder throughout the project life cycle (Bishop, 2001). One of the key factor is the manner through which the project is planned and executed, it is critical to the success that various element of sustainability throughout each stage of the project process. This is particularly true where outside involvement is

discontinued after project closure as is the case of much of international development work.

With the evidence from secondary source studies reveal that stakeholder participation, involvement, Ownership and commitments to the project implementation has helped to bring sustainability of intervention or initiatives, hence most of them emphasize on stakeholder driven approach if an intervention wants to maintain its presence after the exit of donor support (Peter *et al* ., 2015; Bishop ,2002).According to human capital, for a project to be sustainable, institutional management involved in project needs to be empowered in terms of information, skills and resource. Lesson learnt from rural water project funded by different agencies in 49 developing countries found that the participation of local community was an important factor for project effectiveness and sustainability.

The study explored the role of stakeholder participation in sustainability of donor funded project; has also study responded and added knowledge to previous studies (Mukundane , 2011) and providing deep exploration of concepts and role related to stakeholder participation as discussed by Zacharia *et al.*,2008) study done in central Tanzania.

1.3 Statement of the Problem

For long time, development assistance has had lasting history of implementation of project which fails shortly after the agency has withdrawn her funds. Most of these interventions implemented are not effective in achieving set goal and objectives (NPA,2000).Stakeholder participation in project has been long recognized and

promoted worldwide by governments, NGO's, UN and World bank, this has also been outlined in UN declaration for Human Rights of 1948 by emphasizing on the participation of people in all segment during decision making as a right. Stakeholder participation has been the term of any development initiative for over 50, though this term and efforts are being in plague by Criticism, there has been an assentation that , policy are formulated and will be practical only if there are locally accepted hence sustainability will be achieved .

In most case the community and stakeholders are only viewed as beneficiary and hurdle in implementing the project (Peter *et al.*, 2015). According to Green hall and Revere (1999) most of implementing partner find difficulties where the involvement of communities and other stakeholders are present as they have little competence and capacities as well as illiterate in running the project, while Karl (2000) view local people participation in development intervention will achieve their objective if the targeted group or affected population will be included in the social change process.

Inspite of the fact that, some studies such as done by Hodgkin et al., (1994) and Tiffow (2013) have argued that projects sustainability multi dimension factors should be taken into account among them being the social cultural, economic and conducive environment as well as the involvement of stakeholders play a major role in ensuring the sustainability of the program as all factors cannot be isolated from communities or the actors who had major influence on them (anecdotal reference).

In most and recent studies (Bal, M.2013) and (Ndengwa, A .2015) reveal that, there has been ever increased project success due to a well design stakeholder participation

process as detailed and pointed out. Both studies conclude that stakeholder participation contribute to sustainability of donor funded project though their description and explanation were insufficient in exploring how participation employed by different stakeholder contributes to project sustainability.

The studies conducted in east Africa among them being the one done (Mukundane, 2011) and Zachariah *et al.*, 2008). The later study delineates the role and contribution of stakeholder participation in bringing up the sustainability of donor funded project if they are involved in whole phase of PLC not only in the early stage of implementation of program whereby the participant were viewed as Consultant, or People to be informed about the progress of project but rather Involving or empowering them, Also information giving and consultation have been viewed by the stakeholders (Primary) as disillusionment (Mukundane , 2011 and Zacharia *et al.*, 2008) while Chizimba (2013) asserted that, the contribution made by stakeholders participation have helped in sustaining and strengthening the interventions before and after implementation of project.

1.4 General Objective

The general objective of the study was to assess the role of stakeholder's participation in promoting sustainability of donor funded projects.

1.4.1 Specific Objectives

The study aimed at achieving the following specific objectives.

- (i) To outlines the role played by stakeholder's participation in ensuring project success.

- (ii) To assess the Strength and Weakness of stakeholder's participation to project sustainability
- (iii) To discuss method used for coordinating stakeholders activities

1.5 Research Questions

Specific Research Questions

- (i) What are the roles of stakeholders participation in ensuring project success?
- (ii) What are Strength and Weakness of stakeholder participation in project sustainability?
- (iii) What are the methods used for coordinating stakeholder activities?

1.6 Relevance of the Study

The relevance of the study cannot be left unemphasized, particularly in today's situation where stakeholder participation in development perspective has strongly associated with the achievements of the project goals in most cases leading to sustainability of the intervention even when the donor fund ceases.

This study is very important because it contributes to the existing knowledge on the role stakeholders play in promoting sustainability of donor-funded projects. The knowledge contribution will impact the community of expertise from outside on the role they have and play to ensure the project objectives are met at appropriate time and spaces. The study's conduct itself will contribute to the fulfilment of my partial requirement for the Degree of Master of Project Management of Open University of Tanzania. Knowledge can contribute to young project managers as well as heads of

project to have an understanding on the role that diverse forms of stakeholder participation play and how they can be integrated into the project life cycle for sustainable development of donor funded projects.

With the study findings, recommendation as well as the tools and method used to gather all knowledge, the study can help researcher to identify viable areas for further research and serving as point of reference.

1.7 Scope and Limitation of the study

The study coverage was based on assessing the role of stakeholder participation and their contribution to sustainability of donor funded project after the external support has ceased .The study took place at Tanga region with a case study conducted at YDCP NGO's. The sample size for the study were drawn from YDCP Staff, Direct and indirect beneficiaries as well as Tanga city council Director's Staff were interviewed and had their comment & Opinion being treated with confidentiality.

The study was also very limited due to resource constraint both financial and time henceforth, the study only interviewed a purposive sampling of 70 people were by most of them they had knowledge on project management, direct interaction with beneficiaries and above all the parents/ guardian of children with disabilities as well as the children themselves.

Despite of the program having other activities in other districts, the resource available were insufficient to cater for all associated cost which the author of this study was unable cover.

1.8 Study Motivation

The enthusiasm to study the topic under discussion was and still the result of the difficulties we have faced in building up strong and effective stakeholder participation in the fight against HIV/AIDS in Unguja-Zanzibar with use of Community Capacity Enhancement approach through community conversation an approach designed by the United Nation Development Program, However at later stage the approach became successful as the community themselves learned about the approach (CCE) as they were mostly involved in planning for themselves.

Moreover, the motive to study the topic gain its momentum as a result of long journey I embarked with greater enthusiasm as soon as I enroll myself to Master of Project Management with well-defined goal of assuming the responsibilities on Managing Development Project in my community, hence forth gaining understanding on how to manage stakeholders expectation and coalition in the current dynamic and complex world is a must for resource mobilization and sustainability of the initiatives and intervention.

1.9 Organization of the Study

The study is organized into five chapters namely, chapter One give an introductory part as well as orienting the reader on the background of the study, statement of the problem, research question highlighting the objectives of the study ,and Significance of the study .Theoretical and empirical literature review are addressed in chapter two, the same chapter also cover definition of basic concept such as meaning of Stakeholder participation, Sustainability and donor funded projects.

Chapter three, introduce the research philosophy, design, surveyed population, Sample and sampling technique, similarly, research instruments, data analysis and ethical issue were all covered in this chapter. Chapter provides research findings analysis and discussion. Lastly chapter five cover conclusion and recommendation in the end there references.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter provides basic definition of concepts used in the study including stakeholders, stakeholders' participation and sustainability of donor funded projects. A review of theoretical and empirical literature, together with conceptual framework are also covered in the chapter.

2.2 Basic Definition of Concepts

2.2.1 Stakeholders

Stakeholders are people/ community who may directly or indirectly, positively or negatively affect or be affected by the outcome of the project or program. Those people may be Primary stakeholder and Secondary stakeholder. Primary stakeholder, are the beneficiary of development, intervention or those directly affected by it. Secondary stakeholder, Are those who influence a development intervention or are indirectly affected by it (ADB, 2000).

Stakeholder has also been defined as any group or individual that can affect or is affected by the achievement of corporation or purpose (Freeman, 1984). In response to the explored study the most appropriate definition is, Project stakeholders who are viewed as individual or organization who are actively involved in project and whose interest are affected by the execution of the project or completion of it (PMI, 2000). This is because the definition is more comprehensive than other and considers the period after project completion.

2.2.2 Stakeholder Participation

Since the late 1970's there has been a range of interpretation of the meaning of participation in development. Participation is viewed as partnership which is built upon the bases of dialogue among the various actors, during which the agenda is jointly set among the local views and indigenous knowledge are sought and respected (OECD, 1994).

Participation can also be viewed as people involvement in decision making process, in implementing program they are sharing in the benefit of development program and their involvement in effort to evaluate such program (Cohen and Uphoff, 1977). The two definitions appear to be the most appropriate definition relevant to proposed study will since it has incorporated different forms of participation that sought to bring about sustainability.

2.2.3 Project Sustainability

This is the continuation of benefits for an extended period of time after financial, managerial and technical assistance from a donor has been withdrawn" (AusAid, 2000). The focus of this definition is on the flow of development projects' benefits into the future which need to be appropriate, owned by stakeholders and supported on an ongoing basis with locally available resources.

Sustainability must focus on both Technical skills institutional change in relationships, strengthening social capital, bargaining power and local government (Katy et al., 2012). Project sustainability is the continuous existence and delivery of

service for the community members after the external support has ceased (Peter .et al, 2015), he added that in order for project to be sustainable multi-dimensional attributes of sustainability to be included among them being social, cultural, economic, environment together with other very important pillar such as community involvement, capacity building as well as local staff involvement. In exploring the topic, the researcher has agreed with the definition provided by the later study. Though other definition been offered by researchers had added the body of knowledge in studying and exploring the topic.

2.2.4 Donor Funded Projects

These are external financed intervention with a specific funding period, Most of these intervention/ initiatives are targeting specific issue and problem meeting the requirement of donors. Most of these may be the multilateral organization like UN and other , there also some bilateral organization like USAID, FIDA, SIDA , DFID and others of which most of them belongs to different embassies or represent their foreign ministries for foreign affairs. The study had constantly based on assessing the projects which were donor recipients from outside the Africa. This is because the researcher intends to assess the role played by other stakeholders in bringing the sustainability of Donor funded project after the external support has ceased.

2.3 Theory Supporting the Study

2.3.1 Stakeholder Engagement Theory

In examine these role of participation only Stakeholder engagement Theory was appropriate for in depth exploration of the study, The theory prove to be appropriate

in gathering the data that suffice the formulated research question, Theory help in exploration of stakeholder identification, categorization as well as understanding their behavior in order to better manage them (Aaltonen *et al.*, 2008).

The theory has its origin in management literature as traced by Pretson (1990) to great Depression (1984) in USA. According to Freeman (1984) he traced by mentioning the word Stakeholder as back to research conducted by Stanford Research Institute (SRI) which define stakeholder as “ those group without whose support the organization would cease to exist” cited (Freeman 1984), he also expand this notion by including any group or individual that can affect or affected by the achievement of the corporation purpose. With stakeholder engagement theory the complexity of interaction between different interest group in corporation can be viewed easily through firm owners, customers, employee and suppliers. The theory has been divided into three perspectives which are Descriptive, normative and instrument perspective.

Descriptive perspective, with this perspective one can clearly delineate the stakeholder characteristics involved in the system and how an organization interact with its stakeholders (Brenner and Cochran 1991), descriptive helps in understanding the relationship between organization and its stakeholders. Normative perspective, this perspective view stakeholder as an end in themselves based on the principal of fairness, that all human being are ultimately affected by any decision because we all have an equal and legitimate interest in a safe and stable life as also exemplified by (Chamber, 1994) in his work on RRA with emphasize on the need for understanding and addressing stakeholder needs in development by conducting interview with

stakeholder and inviting solution from the community itself (Chamber, 1994). Instrument perspective view stakeholders as an end itself and the organization are argued to take the stakeholders into consideration as this lead to success in the end. The theory also delineates the stakeholder management at different techniques in lifecycle stage and appropriate level of engagement within the PLC as described below:

Table 2.1 Project Life Cycle Stages and Levels of Involvement

Project Life Cycle Stages	Level of involvement			
	Inform	Consult	Partnership	Control
Identification analysis	√	√		
Planning			√	
Resource mobilization			√	
Implementation			√	√
Monitoring & Evaluation.		√	√	√

Source: Adapted from Freeman (1984)

2.4 Review of Empirical Literature

This part explores different relevant studies Covered or scarcely covered the gap explored by the study. The reviewed literature were drawn from different part of the world ranging from Europe, Asia, and Africa with a particular attention to Tanzania as detailed below

Peter *et al.*, (2013) the study asserted that, for project to be sustainable a multidimensional attribute of sustainability such as social, cultural, economic and

environment pillar have to be considered during the project design and report formulation and community involvement should be an integral part of organization in needs to maintain the sustainability of her project.

The study recommended that, it is important to have community members identify their own needs and draw up community action plans (CAP), emphasize the use of community inherent knowledge and capacity to allow them to cultivate an innovative approach to address their own problems. Therefore study emphasis was on community involvement resulting to sustainability of donor funded project, though the emphasis was neither sufficient in outlining how their involvement and at what stage of project life cycle could bring sustainability nor the role played by the involved stakeholder.

Chizimba (2013) stated that, the project is said to be sustainable if only it has an in build exit strategies and also if sustainability is to be achieved the intervention should engage the community and build capacities of local government for effective delivery of project benefits to achieve this, working in partnership and or collaboration is not an option is must in any intervention.

The study also recommended that, the community needs to be fully informed about the project exit strategies. The study put more emphasize on the community involvement but the mainly focused on information giving while for the project to be sustainable the community should be involved in all phase of project cycle including in designing the exit strategy so as to maintain and strengthen the intervention impact.

According Mnarana (2010) in her study on the Importance of community participation in an ongoing construction of school Tanzania, The study conducted at Mlali and Mzumbe ward at Morogoro. The study was both Qualitative and quantitative with help of triangulation methods of data collection the study concluded with the following findings: For a project or intervention to be sustainable collaborative participation play an important role as it was and still considered the active one, as the study found that, participation by material giving was an important leading to community ownership hence sustainability of the intervention, the study also emphasize on importance and usefulness of expertise knowledge if only the community people were also capacitated in taking over the intervention even if in minor activities.

The study also recommended on the importance of community mobilization as it make the people to do joints decision regarding matter relate to their social and economic development. According to Hodgkin (1994) the sustainability of Donor assisted rural water supply project, the study was conducted in all USAID WASH project in the world. The Case study research designed was both Qualitative and Quantitative and employed Triangulation methods of Data Collection.

The report delineated that, sustainability requires continued analysis and the flexibility to adopt new approaches, it would be unrealistic to expect sustainability without long term commitment on the part of all participants, and more emphasize was on building indigenous institution which identify sustainability as a critical determinant of project success. The report also outlined the factors that should be considered if an intervention wants to maintain its sustainability among them being

to identify and assess the project beneficiaries or target population, understand knowledge, attitude and practice of the target population as well as involve the beneficiaries and other stakeholders in the project design.

Kuyini (2011) The Ghana Community Rehabilitation program for people with Disabilities, What happened at the end of donor support? The study found that, for sustainability of disability donor funded project, the government should develop a framework for action on disability which outline the role and responsibility each stakeholder involved in the disability issues and a well funding regime that are necessary for sustainability of CBR program.

Tiffow (2013) A quantitative descriptive study found that, sustainability is sector issue requiring interdependent action of many stakeholders at all level national, regional government, private sector development partner and community itself and increase their participations in project lead to sustainability.

Zacharia *et al.*, (2008) the qualitative study found that, 'community participation' in the study programmes takes on different forms in different stages of the project cycle. Despite the time difference between the old and new programme, the nature and extent of participation for the majority of local communities is generally limited to information giving, consultation and contribution. Local communities are generally not actively involved in decision-making, planning, monitoring and evaluation processes. Based on the literature review made in different study among them being the stated above none of them provide and in depth description and

analysis of the role played by stakeholder participation to sustainability of donor funded project as much as this study has to articulate.

2.5 Summary of the Reviewed Previous Study

From the reviewed literature, it is evidenced that sustainability is a concept that has shaped international development in many ways. It is also very much evidenced that critical indicator of sustainable development cannot be measured only by the long term benefit being accrued from a project but from a consolidated contribution of all aspect sustainability mostly stakeholder participation.

Table 2.2 A Summary of Empirical Literature Review

Author and Year	Title of the studies	Methodology	Findings
Peter et al(2013)	Factor influencing the community based project	Qualitative	For project to be sustainable a multidimensional attribute of sustainability of project must be included.
Chizimba (2013)	Sustainability of donor funded project	Qualitative	The project is said to be sustainable if only it has an in built exit strategies from the beginning.
Mnaranara (2010)	Community participation of in an ongoing construction of school Tanzania	Qualitative	Collaborative participation was regarded as active one, more emphasis on participation by material giving.
Tiffow (2013)	Factor affecting the sustainability of rural water supplies in Kenya	Quantitative and qualitative	Sustainability is sector issue requiring interdependent action of many stakeholders 'including Community itself.
Zacharia et al (2008)	Analysis of community participations in project managed by NGO's .A case of world vision in central Tanzania	Qualitative	The extent of participation for the majority of local communities is limited to information giving, consultation and contribution

Source: Compiled from various literatures

From the review, it is obvious that sustainability of donor funded project depend on mutual involvement of stakeholder since each one has a role to play in the whole process of project sustainability. It is also true that, while most of community project have been planned and implemented by involving the local communities, some of these projects are sustained beyond donor closure (anecdotal reference) .As the proposed study has explored the role of stakeholder participation on the sustainability of donor funded project.

2.6 Research Gap

Most of the reviewed studies did not show how the stakeholders participation affect the sustainability of donor funded projects. Though in some cases stakeholders were involved in material contribution, their engagement were limited as they were not involved in the whole project Life cycle. The study has addressed the knowledge gap by describing the role played by each stakeholder in ensuring sustainability of donor funded projects .

2.7 Conceptual Framework

The conceptual frameworks explain the relationship between the independent and dependent variable. In the study the independent variable is the role of Stakeholder participation such as Resource Mobilization, Collaboration and Partnership, Material Contribution, Consultation and information giving, while the dependent variable is the sustainability of donor funded projects.

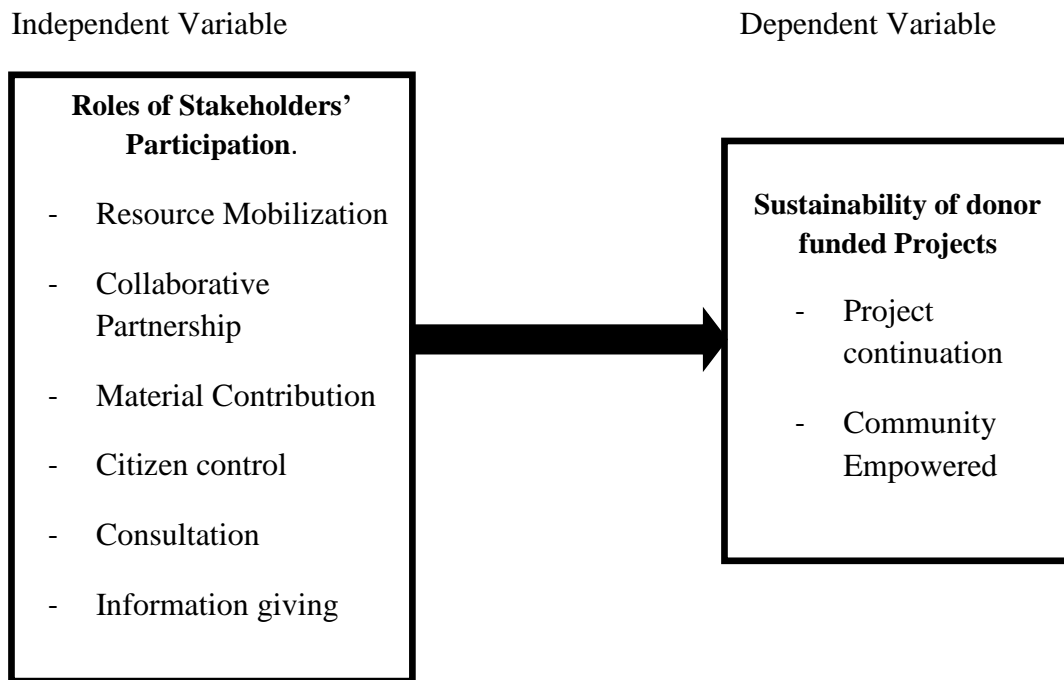


Figure 2.1: Conceptual Framework

Source: Researcher, 2015

2.7.1 Independent Variables

An independent variable is the variable whose effect we would like to establish in a study (Adam et al, 2008). The study has observed the following independent variables Information giving, Consultation, Resource Mobilization, Collaborative Partnership, and Citizen Control having a great influence over dependent variables.

2.7.2 Dependent Variable

These were the variables that a researcher measure in order to establish the change effect created on them (Adam *et al.*, 2008). Dependent variable waits to effect independent variable, in response to the study the dependent variable were Project Continuation and Empowered community driven project.

CHAPTER THREE

METHODOLOGY

3.1 Chapter Overview

This chapter covers the methods for conducting the research. It covers research philosophy; research design; research area; target population, sample size and sampling techniques; types of data to be collected, research instruments; data analysis; data validity and reliability and ethical considerations.

3.2 Research Philosophy

This is an overarching term relating to the development of knowledge and the nature of that knowledge (Saunders *et al.*, 2008). The study was highly influenced by the interpretivist ideas as it has helped in understanding the difference of human role as social actor rather than an object (Saunders *et al.*, 2009). The philosophy of interpretivist delineate the two variable relationship driven by human action (Saunders *et al.*, 2009).

3.3 Research Design

Research design is the detailed blue print used to guide a research study toward its objective, or conceptual structure within which research is conducted (Saunders *et al.*, 2009). It constitutes the blue print for the collections, measurement and analysis of data. The study employed a cross-sectional descriptive research design used to provide an accurate snapshot or characteristic of the variables.

3.4 Area of the Research

The study was conducted in Tanga city council. This area was chosen because of the researcher's familiarity with the performance of project. Being an ex-employee of the project the researcher felt that it will be easy to information on its sustainability.

3.5 Survey Population

The study population comprises of 157 people including project team members, government officer Beneficiaries and Comprised of project team and Beneficiaries as summarized in Table 3.1.

Table 3.1 Population

Respondents Offices	Total population	Targeted sample	Percentage %
YDCP Project Team	33	8	24.2
Department of Planning and Administration	4	2	50
Project Beneficiaries	120	60	50
Total	157	70	

Source: Researcher 2015

3.5.1 Sample Size and Sampling Technique

A Purposive sample of seventy (70) respondents was selected basing on some selected criteria. The first criteriawas knowledge and experience on project sustainability in which eight project team members and two Government officers included in sample by the virtual of their position. The remaining samples of sixty respondents were selected basing on the researcher's personal judgment (see Table 3.2).

Table 3.2 List and Designation of Research Respondents

Respondent Office	Title/designation	Number of respondents
Program management Team.	Director of the program	1
	Programme manager	1
	Financial Controller	1
	Project Coordinator	1
	Monitoring and Evaluation Advisor	1
	Advocacy and fund raising manager	1
	CBR Advisor	1
	Community Empowerment Officer	1
Tanga city Council Director's Office	Planning office	1
	Finance administrator	1
Program Recipients or Primary beneficiaries.	Association of parents/Guardian of the CWD (CWWWUT Members)	60
Total number of Purposive respondents		70

Source: Researcher 2015

3.6 Types of data collected

The study collected both primary and secondary data through various research instruments which were appropriate for the study.

3.6.1 Primary Data

Primary data are the data collected by the researcher from field for the purpose of answering research questions (Adam *et al.*, 2008). The primary data sources were generated through semi structured group interview and closed questionnaire to measure the qualitative part of the study. The interview with parents of the children

with disabilities lasted for 50 minutes, but with the City directors office lasted for 1 hr. having discussion with the link persons between the City directors office and YDCP program, while with the program management team lasted for two hrs (see appendix III).

3.6.2 Secondary Data Source

The secondary data source included minute of various project meetings and project files that detailed the role of each stakeholder in promoting sustainability of the program. Studies done on the subject matter also provided additional secondary data.

3.7 Research Instrument's'

3.7.1 Focus Group Interview and Questionnaire

A group of experts knowledgeable on project sustainability's were subjected to focus group discussion facilitated and guided by researcher as a moderator.

The study employed a questionnaire comprising different types of questions including open ended questions, questions requiring yes/no answers and rating question in the form of Likert scale.

3.8 Data Processing and Analysis

The qualitative data obtained from the field were analyzed using content analysis. Content Analysis is a method of summarizing qualitative information by counting various aspect of the content. In this study descriptive statistics for basic profile of respondents and other responses to the questions were computed including frequencies and percentages. The Statistical Package for Social Science (SPSS)

was used to analyze the rating questions which were in the form of Likert scale frequencies and percentages were obtained.

3.9 Validity and Reliability

3.9.1 Validity

To test the validity of the research instrument, the questionnaires were pretested by asking experts on project sustainability to look at the questions and give comments on them. Ambiguous questions were corrected and others dropped. The adjusted questionnaire was then used in the study. The researcher employed multiple source data including focus group discussion and questionnaires to ensure validity of data. Also the researcher ensured that the research questions relate to objectives.

3.9.2 Reliability

In measuring the reliability the researcher used Cronbach's alpha which was found in the analysis column of SPSS. George and Mallery (2003) claimed that in Cronbach's alpha which is acceptable should be above 0.7 and any figure below that is not acceptable (see Table 3.3).

Table 3.3 Cronbach's Alpha Description

S/N	Cronbach's alpha	Internal consistency
1	$\alpha \geq 0.9$	Excellent(high stake testing)
2	$0.7 \leq \alpha \leq 0.9$	Good(Low-Stake testing)
3	$0.6 \leq \alpha \leq 0.7$	Acceptable
4	$0.5 \leq \alpha \leq 0.6$	Poor
5	$\alpha < 0.5$	Unacceptable

Source: Adapted from George and Mallery (2003)

In the current study the researcher got an average Cronbach's alpha of 0.604 basing on fourteen items.

3.10 Research Ethics

The researcher observed respondents' consent, voluntary participation, confidentiality and anonymity, which are just of the some elements of research ethics highlighted by Creswell (2009).The respondent's privacy was respected and collection of data was done after getting clearance letter from Directorate of Research Publications and Postgraduate studies. The data collected were analyzed objective and have only used for the purpose of this study. Also information used in this studies are appropriately cited.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.1 Chapter Overview

This chapter presents the result from data analysis presentation and discussion of research findings; it will cover background information of the respondent and response rate.

4.2 Basic Profile of Respondents

A total of 70 questionnaires were produced and administered to the sampled respondents, at the end of data collection process a total of 70 questionnaires were returned, coded and analyzed.

4.2.1 Gender

Summary of the findings Out of the 70 respondents interviewed 41 (58.4%) were female while 29 (41.6%) were male making the study result more gender sensitive (See Table 4.1).

Table 4.1: Genders of Respondents

Gender	Frequency	% Percentage	Cumulative %
Male	25	36	36
Female	35	64	100%
Total	70	100%	

Source: Compiled Data 2015

4.2.2 Level of Education

Out of the 70 respondent only 13 (18.5%) completed university, while 20 (29%) had only attained upper primary education and 8 (11.4%) had completed their primary

education and others 15 (21.4%) had tertiary education, and 14 (20%) did not complete secondary education.

Table 4.2: Level of Respondent Education

Level of Education	Frequency	Percentage	Cumulative %
Upper primary	20	29	29
Secondary complete	8	11.4	40.4
Secondary incomplete	14	20	60.4
Tertiary/college	15	21.4	81.8
University complete	13	18.5	100%
TOTAL	70	100%	

Source: Compiled Data 2015

4.2.3 Age

The study revealed that the 30 respondent (42.8%) who were the majority were between the age of 30-35, followed by 14 (20%) of the respondent in the age of 36-40 years, 8 (11.4%) being the age above the age 51+, and 5 (7.1%) between the age categories of 26-30, 41-46, and 46-50.

Table 4.3: Age of Respondents

Age	Frequency	% Percentage	Cumulative %
16-20	3	4.2	4.2
21-25	1	1.4	5.6
26-30	5	7.1	12.6
31-35	30	42.8	54.8
36-40	14	20	74.8
41-46	5	7.1	81.8
46-50	5	7.1	88.8
51+	8	11.4	100%
Total	70	100%	

Source: Survey Data 2015

This was followed by 3 respondents' (4.2) who were in the aged between 16-20 representing the youngest group among all respondents and the minority age cadre of 1 (1.4%) representing 21-25 age group (see Table 4.3).

4.2.4 Reliability of Data

The findings from this study are satisfactory and reliable at 0.604 (see Table 4.4)

Table 4.4 Reliability Statistics

Cronbach's Alpha	Number of Items
.604	14

Source: Compiled data 2015

4.3 Findings in Relation to Research Objectives

The findings of the study were discussed in relation research objectives.

4.3.1 Findings of Objective Number One

To outline the roles of stakeholders' participation in ensuring the project success. The information collected revealed that there were different role played by stakeholders participations in ensuring to project sustainability the seven roles were identified

4.3.1.1 Resource Mobilization

The respondents were asked to choose the extent to which they agree that their participations into the project had helped in mobilizing resources required. The study findings are as presented in Table 4.5.

Out of 70 respondents' who participated in the study, 69 (98.6%) agreed that their participation into the project helped to mobilize the resource required, while 1 (1.4%)

Disagree with the statement supported by the majority. These findings can be interpreted that resource mobilized by stakeholder involved in the project influenced the sustainability of YDCP Project.

Table 4.5: Participant Response On Resource Mobilized to YDCP

	Level of agreement	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	69	98.6	98.6	98.6
	Disagree	1	1.4	1.4	100.0
	Total	70	100.0	100.0	

Source: Researcher, 2015

4.3.1.2 Setting Standard for Monitoring the Project Success

The respondents were asked to indicate whether the government is also participating into the YDCP Project. 67 (95.7%) of respondents stated that, the government had constantly been involved in the project activities such as planning, monitoring and joint implementation of the set activities. The findings show that the sustainability of YDCP project was a result of Government involvement in the project.

Table 4.6 Respondent Response on Government Involvement in all Phase of Project Cycle

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	95.7	95.7
	No	3	4.3	100.0
	Total	70	100.0	

Source: Researcher, 2015

The interview with government officers revealed that a joint monitoring activity which was conducted in a quarterly manner help track the project performance in terms of budget expenditure and adherence to the project plan (see Table 4.6).

4.3.1.3 Collaborative Partnership

The respondent were asked to select the level of their collaboration and Partnership to the project, Findings of the study revealed that (58) of the respondents (82.9%) were always involved in collaborative Partnership with the organization in joint activities implementation while (17.1%) were often involved. From the findings the researcher concluded that YDCP Project had constantly gained strength to sustain itself through a collaborative and partnership role played by stakeholders. (See table 4.7).

Table 4.7: Collaborative Partnership Role

Level of Involvement		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Often involved	12	17.1	17.1	17.1
	Always involved	58	82.9	82.9	100.0
	Total	70	100.0	100.0	

Source: Researcher, 2015

4.3.1.4 Material Contribution

The respondents were asked to indicate their involvement in material contribution to the project finding shows that 51.4% of the respondents were often involved in material contribution and also 48.6% were always involved in material contribution for a project. This meant that material contribution from different stakeholders had influenced the sustainability YDCP project (see Table 4.8).

Table 4.8: Level of Stakeholders Participation in Material Contribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Often involved	36	51.4	51.4	51.4
Always involved	34	48.6	48.6	100.0
Total	70	100.0	100.0	

Source: Researcher, 2015

During the focus group discussion the respondents added that, Parents of the children with disabilities and other local community members contributed mat and schooling accessories for children living in poor families.

4.3.1.5 Advocacy, Lobbying and Labor Offering

The finding revealed that, 52 respondents (72.9%) always had control over the project activities while 19 respondents (27.1%) were often involved in taking control in some project activities. The respondent also added that they had been participating in advocating for the right of their children through Association for guardian/ parents of the children with disabilities -CWWWUT (See Table 4.9).

Table 4.9 Citizen Control in Project Activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Often involved	19	27.1	27.1	27.1
Always	51	72.9	72.9	100.0
Total	70	100.0	100.0	

Source: Researcher, 2015

4.3.1.6 Information Giving

The finding revealed that 39 respondents (55.7%) were often involved information giving while 31 respondents (44.3%) always involved in the project by been informed about the project progress through monthly report and various stakeholders meeting being held Quarterly by the project. This findings state that information giving and sharing among the stakeholders play important role in the Sustainability YDCP (see Table 4.10).

Table 4.10: Stakeholder Participation by Information Giving

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Often involved	39	55.7	55.7	55.7
Always involved	31	44.3	44.3	100.0
Total	70	100.0	100.0	

Source: Researcher, 2015

4.3.1.7 Consultation

Fifty respondents (71.4%) were always consulted while 15 respondents (21.4%) were often consulted on different matters pertaining to project operations. Five respondents (7.1%) indicated that they were rarely consulted on project matter.

Table 4.11: Participation through Consultation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Rarely involved	5	7.1	7.1	7.1
Often Involved	15	21.4	21.4	28.6
Always involved	50	71.4	71.4	100.0
Total	70	100.0	100.0	

Source: Researcher, 2015

These findings indicated that sustainability of the YDCP project was influenced by involvement of stakeholders in Needs Assessments as well as input and ideas from the beneficiaries (see Table 4.11).

4.3.1.8 Discussion of Findings

John *et al.*, (2009) reported that Stakeholders participation in the project either in form of direct beneficiaries or indirect, play an important role in ensuring sustainability of the project. Other studies reported that stakeholders participation in projects help to raise resource such as financial, Personnel and labor offering which make the project more effective and efficiency in its operation (ADB, 2000; Mnaranara , 2010; Lucie,2009; Neil 2009: and Ndegwa ,n2015) .

Hemmati. and Whitfield, (2003) reported that on Collaborative Partnership s, including governments and agencies lead to waste of scarce resource rather that a project sustainability. They also reported that collaborative partnership Lead to power gap among the involved stakeholders, difficulties in reaching consensus at appropriate time as different classes of stakeholders are at stake.

4.3.2 Findings of Specific Objective Number Two

4.3.2.1 To Assess Strength and Weakness of Stakeholder's Participation

According to the respondent information the following were the Assessments of both strength and weakness of stakeholder participation to sustainability of donor funded projects.

Table 4.12: Summary of Respondents View on Strength and Weakness of Stakeholder Participation

STRENGTHS	WEAKNESSES
Utilizations of Local Knowledge and skills.	More funds geared to relationship building rather than activity implementation.
The use of local resources and materials for project activities	Stakeholders preoccupied with setting exit strategies and plan of action after the funding period
Maintenance of tranquility and peace in project environment.	Few action plans implemented by stakeholders
Proprietorship and Acceptance of the project activities.	Lack of sufficient and appropriate resources
	Supremacy of one stakeholder over the others. They influencing the decision making process on one hand and inhibit the progression on the other hand as well.

Source: Researchers, 2015

Peter *et al.*, 2013; Chizimba, 2013; Cohen and Uphoff, 1977) stated that local knowledge and the use of available resource contributed much to sustainability of the projects. The studies also reported, although stakeholders have varying interest and power their effect outweigh the contribution they have made in attaining the sustainability of the project activities (ADB, 2000) and (Chamber 1994). Hemmati

and Whitfield, (2003) reported that, Stakeholders participation cost time, and money and process does not guaranteed impact upon the end project.

Hodgkin, (1994) and Oakley,(1995) noted that, building the local capacity and developing their local knowledge increase the coverage of the project activities in assuming the burden of responsibilities thus helping to extend the range of activities .The role of stakeholder participation always outweigh risks with their participation to donor funded project sustainability because different stakeholder have varying interest and motives (ADB,2000 ;Chamber ;1994 ; and Preskills, *et al.*, 2009).

4.3.3 Findings of Objective Number Three

4.3.3.1 To Discuss Methods used for Coordinating Stakeholders Activities

The researcher identified three method used for coordinating stakeholder activities namely Stakeholder analysis, Goal Oriented project Plan and Stakeholders Power and influence Matrix.

4.3.3.2 Stakeholder Analysis

According to project coordinator, stakeholder analysis was the first method they used to analyze different stakeholder. This assisted them in identifying potential stakeholders with whom they can work with in the long run.70% of the project team agreed that the method helped project to identify those who are affected by the project operation and can affect the project operation. In carrying out stakeholder's analysis a number of factors were considered by the Monitoring & Evaluation people including stakeholder's expectations of the project activities, expected benefits/drawbacks from the projects, resources that stakeholders are prepared to

commit to the projects and stakeholders interests that may align/conflicts with the project. Additional factors include the way various stakeholders view each other in the list and whether there are other stakeholders who can be identified in the community.

4.3.3.3 Goal Oriented Project Plan (GOPP)

GOPP is an innovative tool for project management in which an interactive workshop are held involving all stakeholder's with an external moderator at different stage of project life cycle. With the tool they managed to facilitate discussion among different stakeholders as added by the Monitoring & Evaluation officer, he also added that the tool had comprehensive format which grasped the key items for analyzing the stakeholder as illustrated Table 4.13. The tool enabled them to collect in depth information about their stakeholders which enable them to plan and implement different activities with their stakeholders.

Table 4.13 GOPP Tool Template and Format

Stakeholder name	Characteristics	Interest	Resource	Influence

Source: Survey Data 2015

According to the project team the tool had helped them to distinguish the characters of stakeholder as enabler or resistor, interest like higher or lower, resource contribution, and their influential power/level towards common goal achievement. It is through tool they managed to analyze the stakeholder in accordance with what they can contribute to the organization success.

4.3.3.4 Stakeholder Power and Interest Matrix

The project team added that, in assessing the level of influence /power and interest the stakeholder had over project they used Power and interest matrix. According to project team the method helped the organization to identify the influence and power Stakeholders had towards meeting the common agreed goals.

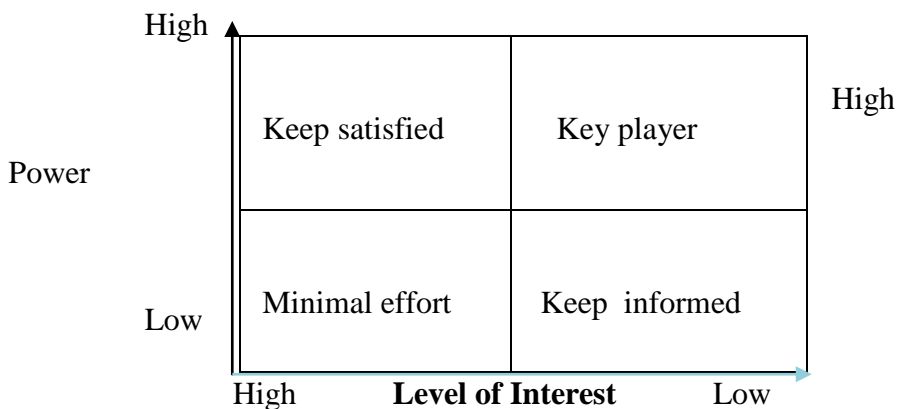


Figure 4.1: Stakeholder Power and Interest Matrix

Source: Survey Data 2015, Researcher

High power, High interested people, These are the people who must be fully engaged and make the greatest effort to satisfy stakeholders like program primary beneficiaries and the government.

High powerless interested people: This group indicated that enough work has been and still need to be done with these stakeholders' to keep them satisfied but not so much so that they won't get bored with the information or message.

Low power, interested people: They normally keep these people adequately informed and variety dialogue and talk are held through so that no major issue might arise. They consider these people very useful because they sometimes help them with project activities, like school teacher who teaches children with disabilities.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents a conclusion, recommendation arising from study and an area for further research.

5.2 Conclusion

The objective study was to assess the role stakeholders' participation on the sustainability of donor funded projects. The conclusion drawn from the study is that stakeholders' participation in various forms promoted project sustainability, these forms include resource mobilization, Setting standard for monitoring project success, Collaborative partnership, Material contribution , advocacy, lobbying ,information giving and consultation.

The study also concluded that the strength of stakeholders' participations in promoting project sustainability has been portrayed in various forms including effective utilization of local knowledge and skills in project activities and use of local resources and materials. The study also noted that peaceful project environment, proprietor ship were essential for project sustainability.

As far as weaknesses of stakeholders' participations are concerned the study concluded that funds were not only directed to activities implementation but also relationship building hence reducing the level of implementation. The study also concluded that the action plans implemented were few and stakeholders' were pre

occupied with setting exit strategy after the funding period. In addition the study concluded that there were some problems of stakeholders being superior over other. The study conclude that stakeholders' analysis was useful in analyzing and identifying the type stakeholders' they can we with, The GOOP tool help them to distinguish the characters of stakeholders' towards common goals achievement, the study also concluded that the level of power and interest had influence project sustainability.

5.3 Recommendations

Following the conclusion a number recommendations are made, In first instance stakeholders' involvement in a project need to be initiated from the planning stage in order to win support of various stakeholders' the support can be in form of material support, Resource mobilization, Knowledge and skills, involvements ensure sustainability through active participation in various aspect of resource mobilization, material contribution, setting standard for monitoring the project success, collaborative partnership, consultation and information giving. Secondly, the study recommend more emphasize on effective utilization of stakeholders' strength, also the study recommend mitigation of weakness in order to reduce risk of project failure after the funding period. Thirdly, the study recommended that, stakeholders' analysis to be carried throughout the project cycle in order to ensure sustainability of project.

5.4 Area for Further Research

This study was done at YDCP in Tanga region; the researcher recommends future studies can apply the finding of this study in other projects.

REFERENCES

- Aaltonen, K., Kujala, J. and Oijala, T. (2008). "Stakeholder salience in global projects" *International journal of project management*; 26:509-516.
- Ababa, C. T. (2013). Factors affecting sustainability of rural Community Based Water Projects in Mtito Andei Kibwezi Sub County. MA Project University of Nairobi Kenya.
- Adam, J. and Kamuzora, F. (2008) research Methodology for Social Science and Business Studies. University Of Dar-es-Salaam.
- ADB (2001) Handbook on Stakeholders Consultation and Participation in ADB operation Organization on environment and sustainable Development Unit.
- Adhiambo, L. (2013). *Factor affecting the effectiveness of Donor Funded Project in Kenya*. Ackland University.
- Arnstein, S. (1969) .A Ladder of Citizen Participation," *Journal of the American Planning Association*'' Vol. 3, No 4, pp. 216-224.
- AUSAID, (2000). Promoting Practical Sustainability. Quality Assurance Group, Ausaid.
- Ara, G. (2008). Governance and sustainability: An investigation into the relationship Between corporate governance and corporate responsibility: 46(3):433-448.
- Bamberger's, M. and Cheema, S. (1990) Case studies of program sustainability: Implication for policy and operation from Asian experience. Economic Development Institute for the World Bank.
- Bal, M., Bryde, D., Fearon, D. and Ochieng, E. (2013). Stakeholders Engagement Achieving Sustainability in the construction sector, ISSN 2071-1050.

- Blackman, R. (2003). *Project Cycle Management*. Edington, Tear Fund (TF 2014)
www.tearfund.org/tilz.
- Bishop, C. (2000). Project cycle Management Technical Guide. Rome, Italy. Food and Agriculture of United Nation.
- Chamber, R. (1983) rural development: Putting the Last First. Essex, England, Longman Scientific and Technical publisher: New York.
- Chizimba, M. (2013) .The sustainability of donor funded projects in Malawi, Volume 4 Mediterranean Journal of Social Science, and ISSN 2039-9340 pp705-714.
- Cohen J. M., and Uphoff N.T (1997). Rural development participation concept and measure for project design implementation and evaluation,
- Creswell, J. (2009).Research design: Qualitative, Quantitative and mixed methods Approaches. 3rd ed SAGE Publication Los Angeles.
- Cronbach, L. J. (1951).Coefficient alpha and the internal structure of tests. Psychometrika. 16, 297-334.
- Durham, E., Baker, H., Smith., Moore, E. and Morgan V.(2014).The Biodiverse Stakeholder Engagement, Handbook, Biodiversal, Paris (105 pp).
- Freeman, R.E. (1984): Strategic Management: A stakeholder approach,Boston: Pitman.
- George, D. and Mallery P. (2003). SPSS for Windows step by step: A simple guide and reference. 11.0 update (4th ed.). Boston: Allyn & Bacon.
- Greenall, D. and Revere, D.(1999).``Engaging stakeholders and Business-NGO's partnerships in Developing countires-Maximizing and increasingly important

source of value’’ Paper presented at Canadian international development agency international Cooperation Day.

Guba, E. (1981), Criteria for assessing the trustworthiness of naturalistic Inquiries, Educational Communication and Technology Journal, 29 75–91.

Hemmati, M. and Whitefield, R.(2003) Building partnerships for Sustainable development, London SE1- 2EL UK.

Hodging, J. (1994). Sustainability of donor assisted rural water supply project.

Technical report no 94, ISSN 88058, pp 87.

Jones, M. (1997) .The role of stakeholder’s participation: Linkage to stakeholder Impact greener management International, Issue 19:87-88.

John, C. (2003) Research design 2nd Edition, Sage Publication.

Karl, M. (2000). Monitoring and evaluating stakeholders participation in agriculture and rural development project; Rome. FAO.

Kiyuni, A. (2011) The Ghana community-Based rehabilitation program for People with disabilities, what happened at the end of donor support, *Journal of social work in Disabilities and rehabilitation*, ISSN 1536-710, pp 243-267.

Kumar, S. (2002) Methods for Community Participation: A complete guide for practitioners. London: ITDG Publishing.

Lerner, R. (1995). America Youth in crisis thousand oaks, CA: Sage publication.

Mcdade, S. (2004). Energy Service for Millennium development Goals, Energy sector management Assistance, New York.

Mnaranara, T. (2010). The importance of community participation in an ongoing Constructions of Primary Schools. A case study of Mlali and Mzumbe ward, University of Agder.

- Ndegwa, A. (2015). Factors influencing the sustainability of KEMRI HIV/AIDS Grants funded projects in Kenya, University of United state international Africa.
- Neil, J. (2009). Stakeholder Engagement and Social Responsibility. Doughty Cent Associate.
- Mukundane, M. (2013). Popular Participation in Rural Development Programmes. In Uganda Case Study of the National Agricultural Advisory Services Programme in Mbarara District.
- Oakley, P., Pratt, B. and Clayton, A. (1998) Outcome and impacts. Evaluating change in social development, INTRAC NGO Management and policy series No 6. Oxford.
- OECD (1994) Indigenous people and poverty in latin America and empirical analysis pp xxii p232 pp ISBN O-8213-2958-8.
- Ostrom, T (2010).Considering sustainable factors in the development Project life cycle: A framework for increase successful Adoption of improved stoves.
- Patton, M (2002). Qualitative evaluation and research methods (3rded.). Thousand Oaks, CA: Sage Publications, Inc.
- Peter, G., George, T., Kirui, K. and Luvega, C. (2013). The Dilemma in sustainability of Community Based Approach.
- PMI (2001 Ed). A guide to project management body of knowledge (PMBOK ^(R) Guide) Project Management Institute, Inc., Boulevard.
- Preskills, H. and Jones, N. (2009). A practical guide for engaging stakeholders. In developing country evaluation question, Pretty, J. (1995). Participatory Learning for Sustainable Agriculture. World Development, 23(8), pp. 1247-1263.

- Robson, C. (2002). Real world Research (2nd Ed), Oxford: Blackwell.
- Saunders, M., Lewis, P. and Thornhill, A. (2009). Research Methods for Business students (5th Ed), Prentice Hill.
- Sekaran, U. (2003). Research Methods for Business: A skill building Approach (4th Ed). New York: Wiley.
- Sequeira, D. (2007). Stakeholder engagement: Good practical handbook for companies doing business in emerging market, International.
- WWF (2000). Stakeholder collaboration: building Bridge for Conservation. WWF Ecoregion conservation strategies Units. WWF.US. Washington, DC, USA.
- UNDP. United Nation development program (2005): *UNDP Guidance on Participation Monitoring and Evaluation of participation*. Accessed Online [http:// WWW.prevail.org/doc/00483](http://WWW.prevail.org/doc/00483). Pdf. October 2014.
- Zachariah, S. and George, F. (2008). Analysis of Community Participation in Project Managed by Non-Governmental Organization: A case of world vision in central Tanzania.

APPENDICES

Appendix I: YDCP History

YDCP is a non-Government organization being run and owned by FPCT, it is structured around development relief service delivery programme that plays a role in civil response to children with disabilities..Being influenced by FPCT, YDCP started as psycho social support provider to people with disabilities in Tanzania region until it established her rehabilitation Centre in Tanga by late 2005 and early 2006 apart from other self-sustaining project already exist like Deaf and blind school in Tabora. Since late 2005 up to date, the programme has continue to provide her service to children with disabilities regardless of their race and above all religion. The service being provide at the center are CBR service as prescribed by the CBR Matrix by WHO 2000.

YDCP Sources of Funding:

Initially the program activities were all funded by both multilateral organization i.e. European Union and bilateral relationship with the FIDA International through her Ministry of Foreign Affairs . With the fund they received they managed to empower her stakeholders in different aspects of project management.

With the new era of Public and Private Partnerships (PPP) the program managed to extend her network with not only the external donor but also did the partnership with Government of Tanzania through Tanga City Directors

office which have provide technical staff, Medication and nutritional supplement to the programme targeting Malnourished children . The partnership was also extended to major Hospital like KCMC for referral cases as well provision of technical staff for the disabilities field.

Appendix II: Typology of Participation

Level	Characteristics of each type
1.Passive Participation	People participate by being told what is going to happen or has already happened. It is a unilateral announcement by leaders or project management without listening to people's responses or even asking their opinion.
2.Participation in Information Giving	People participate by answering questions posed by extractive researchers using questionnaire surveys or similar approaches. People do not have opportunity to influence proceedings, as the findings of the research are neither shared nor checked for accuracy.
3.Participation by Consultation	People participate by being consulted, and external people listen to views. These external professionals define both problems and solutions, and may modify these in light of people's responses. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views.
4.Participation for Material Incentives	People participate by providing resources, for example labor, in return for food, cash or other material incentives. It is very common to see this called participation, yet people have no stake in prolonging activities when the incentives end.
5.Functional Participation	People participate by forming groups to meet predetermined objectives related to the project, which can involve the development or promotion of externally initiated social organization. Such involvement does not tend to occur at the early stages of project cycles or planning, but rather after major decisions have been made. These institutions tend to be dependent on external initiators and facilitators, but may become self-dependent.
6.Interactive Participation	People participate in joint analysis, which leads to action plans and the formation of new local institutions or the strengthening of existing ones. It tends to involve interdisciplinary methodologies that seek multiple perspectives and make use of systematic and structured learning processes. These groups take control over local decisions, and so people have a stake in maintaining structures or practices.
7.Self-	People participate by taking initiatives independent of external

Mobilization	institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Such self-initiated mobilization and collective action may or may challenge existing inequitable distributions of wealth and power
--------------	---

Source: Adapted from Pretty (1995, p.1252) and Kumar (2002, pp.24-25).

Appendix III: Research Questionnaires

The study will employ two types of questionnaire which forms the heart of the research (John et al, 2010), therefore Semi structure interview and Closed ended questionnaire were used at accumulating and easing the data collection process through which the conclusion will be drawn.

Moreover, rating scale, ranging from 1 -5 and 1-4 were also be used (Likert 1982) where by 5 and 4 for some designed question to provide satisfactory mark /scale of measurement.

1. Personal information

This section has to be complete by each respondent.

1.1 Name of place of living.....

1.2 Name of a district.....

1.3 Interviewer number.....

2. Demographic information

Please insert Tick (✓) against appropriate letter matching your category.

2.1 Gender

A. Male

B. Female

2.2 What is your current Age?

21-25() 26-30() 31-35() 36-40() 41-46() 46-50() 51+ ()

What is your current marital status?

Single () Married () Divorced () Widow () Single parent ()

What is your education level?

None () Upper primary () Secondary complete ()

Secondary incomplete () Tertiary/College () University ()

GROUP ONE (01)

Appendix IV: Stakeholders Participation (Primary beneficiaries)

1.1 Is YDCP useful in your area.....?

YES () NO () N/A ()

1.5 Have you ever being involved in planning for the YDCP activities?

YES () NO () N/A ()

1.6 If Yes: What was the planning about?

.....

1.7 If No: Who is involved in planning?

.....

Community () Implementing Partner () Donor ()

Government () N/A () don't know ()

1.8 Have you ever being involved in decision making process that has impacted the service you receive from YDCP?

YES () NO () N/A ()

1.9 IF yes: what was the decision about..?.....

.....

.....

1.12 Will you and other beneficiary be capable of driving the project even if the external donor support is closed?

YES () NO () NOT SURE () ONLY IF ()

Please provide explanation against your answer

.....

.....

Please tick (✓) once appropriate number matching your level of involvement

Key: 1(never involved), 2(Rarely involved), 3(Often involved)

and 4(Always involved)

S/N	Item	Level of involvement			
		1	2	3	4
1	Stakeholder participation level				
	Citizen control				
	Take decision and carry out project planning				
	Participatory monitoring and evaluation				
	Decide on project location.				
2	Partnership				
	Monitoring the project				
3	Participation by material giving				
	Cost sharing/paying for the service being provided				
	Supply the needed materials				
	Providing labour power				
	Financial contribution				
	Organizing fundraising				
4	Consultation				
	Identification of the project needs				
	Sharing ideas in the community				
	Giving their input for project development.				
5	Information giving/given/ Be informed				
	Gather in meeting and being told what is happening				
	Receive month report or quarterly report				

Appendix V: Government or District Authority (Tanga City Council)

2.1 How is the Tanga city council informed about the presence of YDCP?

.....

2.2 Were the government involved in the initiation, Planning, implementation and monitoring the project performance?

YES () NO () N/A ()

2.3 If YES: How was the government involved?

.....

2.4 To what extent have the government support the sustainability of program?

.....

2.5 Among the following level of participation, which level mostly suit the participating relationship you have with YDCP?

Partnership ()

Participating by giving resource and material ()

Consultation ()

N/A ()

2.7 Why do you consider your relationship with YDCP fall in that level?

.....

Appendix VI: Management Team/ Leadership Team (YDCP)

Does the project ideas conform to the developmental policies and strategy in Tanzania?

YES () NO () N/A () DON'T KNOW ()

If YES what are those policies and strategy?

.....

.....Does your project identify action which are required for the project to succeed in accomplishing its objective?

YES () NO () N/A ()

Don't know ()

IF YES, what were those action and how have they help in accomplishing the program objective.....

.....

Does the organization identifies problems and needs jointly that can be met through the project mechanism?

YES () NO () N/A () DON'T KNOW ()

Is the stakeholder commitment and support sufficient to design a sustainable strategy?

.....

Agreement question

Key: 1-Strongly Disagree (SD), 2-Disagree (D).3-Unsure (U), 4-Agree (A)

and 5-Stronlgy Agree (SA).

NO	Items	Agreement Scale				
		(SD) 1	(D) 2	(U) 3	(A) 4	(SA) 5
	Management Strategy Question					
1	YDCP intergrate sustainability concern into strategic plan					
2	Government will take part after donor funding					
3	Stakeholders Commitment is sufficient to run a project after donation has ceased.					
4	There are strong complementing effort from government					
5	Project has a good exit strategy which will involve all stakeholders					
6	Cost effectiveness strategies are operationalized					
7	Decision making usually involve project beneficiaries					
8	Targeted beneficiaries have been empowered and capacitated to take over the project after the donor support					
9	Stakeholder analysis, identification and management are central point of reference in sustainability of program.					