

**ASSESSMENT OF THE FACTORS AFFECTING SUSTAINABILITY OF
COMMUNITY BASED PROJECTS IN RURAL AREAS: A CASE OF
BAGAMOYO DISTRICT, TANZANIA**

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

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: ***“Assessment of the Factors Affecting Sustainability of Community Based Projects in Rural Areas: A Case of Bagamoyo District, Tanzania”*** in partial fulfillment of the requirements for the degree of Master of Project Management of the Open University of Tanzania.

.....

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.....

Date

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DECLARATION

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.....

Signature

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Date

DEDICATION

I dedicate this work to my lovely family, especially my beloved Daughters Virginia and Michelle.

ACKNOWLEDGEMENT

It is not an easy task to stand tall, but by grace of God I am what I am. The accomplishment of this dissertation is the result of tremendous contributions done by many people. First and foremost my sincere and great appreciation goes to my supervisor Dr Raphael Gwahula, he has been an open mentor, and made my hard work to be fruitful.

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ABSTRACT

Sustainability of community based projects has been an intricate process. However, effective community participation, monitoring and evaluation, and financial factors plays crucial role in determining the existence of the projects. This study assesses the factors affecting sustainability of community based projects in Bagamoyo District, 190 respondents were randomly sampled. Questionnaires were administered to 170 respondents while interview was adopted to collect data from the rest 20 participants. Quantitative approaches were deployed to analyse data involving descriptive and inferential statistics using Statistical Package for Social Science (SPSS) 23rd version. Analysis of the findings showed that, local community involvement (Beta=.12, $p=.04$), monitoring and evaluation (Beta=.18, $p=.05$), and financial factor (Beta=.05, $p=.04$) explains 55% of variation on the prediction of sustainability on CBPs. On the other hand, there was significant relationship ($F(3,146)=2.72$, $p=.04$) between local community involvement, monitoring and evaluation, financial factor, and sustainability of CBPs. Results implies that, most of the CBPs in Bagamoyo does not meet expected impacts and goals since they are conducted with ineffective community participation, poor monitoring and evaluation and funded solicited are mostly not released on time or mismanaged. Researcher recommends that, government and other stakeholders should enforce proper mechanisms that will encourage mutual benefits to the local communities in CBPs; and CBPs should be designed with self-financing mechanisms in order to ensure their survival even after phasing out of donors funds.

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LIST OF ABBREVIATIONS

ADF	African Development Fund
BDC	Bagamoyo District Council
CBO's	Community based organizations
CBPs	Community Based Projects.
CHALIWASA	Chalinze Water Supply and Sanitation Authority
EEPCO	Environmental Engineering and Pollution Control Organization
IFAD	International Fund for Agricultural Development
LGAs	Local Government Authorities
MDG	Millennium Development Goals
MDGs	Millennium Development Goals
MPM	Master's Degree in Project Management
NBS	National Bureau of Statistics
NGO's	Non-Government Organizations
OUT	Open University of Tanzania
REPOA	Tanzania Social Action Fund
SDG	Sustainable Development Goals
SPSS	Statistical Package for Social Scientists
TACAIDS	Tanzania Commission for AIDS
TASAF	Tanzania Social Action Fund
UK	United Kingdom
UN HABITAT	United National Human Settlement Programme
UN	United Nation

UNEP	United National Environmental Programme
UNHCR	United Nations High Commissioner for Refugees
URT	United Republic of Tanzania
USA	United State of America
WB	World Bank
WCED	World Commission and Environment Development.
WDI	World Bank's World Development indicators
WEO	Ward Executive Officer

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter covers the background of the research problem, statement of the problem, objectives of the study, research questions, and significance of the study and limitation of the study.

1.2 Background of the Study

The Community Based Projects (CBPs) are core initiatives for intervention of common problems while enhancing development in most communities. With this in mind, different projects are formulated and carried every year with different purposes such as ensuring clean water supply, improving community health, reducing poverty, promoting human rights and peace, managing natural resources, climate change adaptation and many more. These projects work to provide solutions and hope to communities in need such as rural areas where majority of population in developing countries dwells (Oino, 2015). Most of the CBPs are meant to be sustainable, with implication of delivering positive impacts beyond the funding support. However, the sustainability of these projects has been a major issue.

According to UNHCR, 2016 report, most of Community Based Projects in developed countries have long life cycle because they have well developed systems of monitoring project implementation. About 40percent of many new projects fall short of life after first few years since the termination of initial fund(Fabietti & Giovannoni, 2014). Most of projects fail to sustain in rural areas (Persoon, 2016). Failure of

projects to sustain associated with different factors. Among of them including; political regime transition (Adam (2015); lack of community participation Tifow, (2013); Community not owning projects (Harvey and Reed, 2007) and; low community technical capacity, projects technical and innovation capacities and community technological competencies (Jones & Brandis, 2008; Persoon, 2016).

In Tanzania, only 46 percent of existing rural water points are functional and a quarter of the newly installed systems fail after only two years of operation. Lack of sustainability is associated with lack of finance especially for operation and maintenance, lack of technical personnel at the project level, lack of spare parts and lack of community participation. Some of the CBPs which has not sustain includes; Wells and boreholes conducted in Matumbatu village, Dodoma which was financed by International donor Agencies. The question of its sustainability was due to poor technology choice, poor supervision and lack of expertise and experience (International Project Leadership Academy Report, 2016). The other project which was not sustainable is Bagamoyo Sanitation Park which was implemented in Bagamoyo Township by EEPCO in July 2005 to February 2008. The project was based on sanitation promotion and training in order to improve health issues in Bagamoyo communities.

The sustainability of community based projects is determined by many factors, among of them are community participation, Financial support, Monitoring and Evaluation, Leadership Capacity of Community Leaders and Community awareness about different projects (Harvey and Reed, 2007; Lachapelle, 2008; Nwankwoala, 2011; and

Nkongo, 2009). Taking into account the important of sustainability of community based projects, this study assess the extent the factors mentioned by different studies affect the sustainability of project in rural areas in Bagamoyo district.

1.3 Statement of the Problem

The Community Based Projects are meant to be sustainable with implication of delivering positive impacts beyond the funding support. Tanzania like other developing countries, have been positively impacted by community based projects efforts (NBS, 2013). The CBPs are planned for a certain period of time after which they come to an end while the community is expected to continue running the project and make them self-sustaining. While this is expected to be vivid, in Tanzania sustainability of community based projects is referred as a major issue for many implementing agencies and beneficiaries. Also the full potential of the CBPs has yet to be tapped due to the existence of a number of constraints such as lack of ownership, lack of planning, improper financing and poor management (Longenecker, et al., 2006). Poor governance has also been identified as one of the most serious constraints facing the sustainability of CBPs and hence hindering their profitability (Oketch, 2000). Most of CBPs in Tanzania fails to sustain themselves, become self-reliant and the communities have failed to continue running them after funding organizations withdraw their support (World Vision, 2009). On top of that, the sustainability of community based projects in Tanzania has raised debate among donors, For example a water project which was carried out at Chalinze, Bagamoyo District failed due to lack of community participation during project planning and implementation. (Shayo, 2013).

Also an irrigation project which was done in Msoga village proved failure due to misuse of project fund (Tanzania Daily News, 2016). Therefore this research look on factors affecting sustainability of CBPs.

1.4 General Objective

The general objective of this study is to assess factors affecting sustainability of community based projects in Tanzania.

1.4.1 Specific Research Objectives

- (i) To examine the role of community participation in the sustainability of CBPs Bagamoyo District.
- (ii) To assess how monitoring and evaluation affect sustainability of CBPs in Bagamoyo District.
- (iii) To assess how financial factor affect the sustainability of the CBOs projects in Bagamoyo District.

1.4.2 Research Questions

This research study sought to answer the following questions;

- (i) What is the role of community participation in the sustainability of CBPs Bagamoyo District?
- (ii) To what extent do monitoring and evaluation affect sustainability of CBPs in Bagamoyo District?
- (iii) To what extent do financial factor affect the sustainability of the CBPs projects in Bagamoyo District?

1.5 Significance of the Study

This study is significant for a number of reasons. The sustainability of CBPs has been a continuous debate and different studies have come out with different results, thus doing a study for specific district is of great importance since it is easier to capture district's specific characteristics which may be ignored when one is doing cross-sectional study. The study also assists policy makers in policy selection and decision making as through it, they will be able to understand well the factors affecting sustainability of the CBPs.

Furthermore this study contributes more to the library of knowledge especially by updating already available information since the study includes current statistics which are unavailable in other studies. Lastly, the study also helps researcher to gain knowledge and understanding in attainment of the partial fulfillment of the requirements for the award of a Master's Degree in Project Management (MPM).

1.6 Scope of the Study

The scope of this study has been designed by considering three major factors namely limited resources, quality control and time. The study covers only four major factors affecting the sustainability of community based projects namely; community participation, financial support as well as monitoring and evaluation. This gives a researcher a confined area of study which is easy to control and easy to understanding the effect of those factors. Geographically, the study covers only Villages in Bagamoyo City whereby questionnaires be administered to community leaders and communities.

1.7 Limitation of the Study

The research is likely to be exposed to various limitation includes; getting respondents from community for example some respondents may not being to disclose some sensitive information, financial challenge as a researcher have to move from one village to another in order to gather data as well as a researcher is also limited with time of doing research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter includes related theories to the research problem. It is organized into conceptual definitions, theoretical and empirical reviews leading to the derivation of knowledge gaps existing in various studies. The study consists of a conceptual framework which shows variables on sustainability of community based projects in rural areas.

2.2 Conceptual Definitions

2.2.1 Community Based Projects

Community Based Projects (CBPs) are core initiatives for intervention of common problems while enhancing development in most communities. With this in mind, different projects are formulated and carried every year with different purposes such as ensuring clean water supply, improving community health, reducing poverty, promoting human rights and peace, managing natural resources, climate change adaptation and many more. These projects work to provide solutions and hope to communities in need such as rural areas where majority of population in developing countries dwells (Oino, 2015).

2.2.2 Project Sustainability

Project sustainability has been defined by The World Bank (1992) as “the ability of a project to maintain an adequate level of benefit flows through its valued economic life”. Further, Khan (2000) defined project sustainability as the capability of a project

to maintain its benefits for its projected life time. Therefore, for a project to be sustainable, it should maintain its benefits to a projected life time. Basing on various project purposes and objectives, project sustainability can be regarded in different aspects. This study regards the project sustainability as the ability of the project to meet project needs.

2.2.3 Community

According to UNHCR (2008) community is referred as group of people that recognize it or recognized by outsiders as sharing common cultures, religion or other social features, background and interest that forms collective identity. Therefore a community can be large or small depending on the members' commonality. In conjunction to title community may be the beneficiaries or partners in the concerned project. Although, it is difficult to give a comprehensive definition of community because people are changing their ways of life due to environment, economy and communications and intermingling through intermarriages and migrations, this study adopted this definition since it fit well with Tanzania environment.

2.2.4 Financial Management and Practices on Financial Sustainability

This involves how the organizations manage their funds and the existing finance policies to govern expenditure. Kumar (2004) asserts that a financial management and practices supported by strong governance, high quality standards, and sound regulatory frameworks is essential to economic development. Indeed, high quality standards of financial reporting, auditing, and ethics underpin the trust that investors place in financial and nonfinancial information thus play an integral role in contributing to a country's economic growth and financial stability.

According to Kumar (2004), globally consistent and uniform financial systems provide cost-efficiencies to business and greater safeguards to the public. The public is entitled to have confidence that regardless of where a business activity occurs, the same high quality standards is be applied. It is widely recognized that investors are more willing to diversify their investments across borders if they are able to rely on financial information based on a similar set of standards. The benefits of a global financial reporting framework are numerous and include: greater comparability of financial information for investors, greater willingness on the part of investors to invest across borders, lower cost of capital, more efficient allocation of resources, and higher economic growth.

2.2.5 Project Monitoring and Evaluation

Project monitoring is stakeholders' continuous process of tracking performance indicators of project initiatives. This ensures that project implementation proceeds as anticipated and modifications to designs and plans are effected on the basis of arising need for change based on the external and internal policy environment. Evaluation and control on the other hand involve systematic assessment of effectiveness and efficiency on project achievement while determining the gaps for remedial policy formulations. These processes assess the utilization of resources providing basis for improving the existing strategy that enhances post implementation sustainability. End user's active involvement in demand specification for development initiatives is one of the drivers of process innovation Hakkinen and Belloni, (2011).

In management of projects, monitoring can be used to improve the way governments and Private organizations achieve results and ensure project sustainability. This can be

ensured through investing in strengthening a national monitoring and evaluation system; which is important as it saves resources that may otherwise be spent in inefficient programs or overlapping activities supported by different partners (Global Fund, 2004).

A mature and sustained monitoring and evaluation system has the potential to lead the organization towards meeting its responsibilities and achieving its goals, even when faced with socio-political crises that mar the development sector so often (IFAD, 2002). Monitoring and evaluation systems are designed “to inform project management of whether implementation is going as planned or corrective action is needed. A well-designed Monitoring and Evaluation system provides data on the progress of a project and whether it is meeting objectives (World Bank, 2002).

2.3 Theoretical Reviews

2.3.1 The Participatory Theory

Participation theory has a lot to tell about community based projects, the theory provides that effective participation of important stakeholders of the related project can enhance enduring project impact. Jennings (2000) defined participation, as the total involvement by a local population and at times, addition stakeholders in the creation, content and conduct a program or policy designed to change their lives, built on the belief that, citizens can be trusted to shape their own future. Therefore, participatory theory encourages mutual involvement of all stakeholders, especially the use of local communities’ decision making and capacities to guide and define the nature of an intervention.

2.3.2 The Top-Down Model Theory

The theory of top down places emphasis on participation of one another from the management to the people concerned (Grahame, 2001). Capitalism, top-down approaches to development, and/or poverty itself are seen as sources of disempowerment that must be challenged by "lowering"—the poor and disenfranchised (Chambers, 1997) into the management of community and development processes. The growth of civil society and participatory development methods are usually proposed as the mechanisms by which empowerment takes place (Friedman, 1992; Chambers 1997).

The Top-Down Model Theory helped the researcher to understand how Communities are involved in designing and implementation of projects. Taking into account the importance of community involvement this theory provided ground on how the two variables links and how to be considered to ensure project sustainability.

2.3.3 Theory of Change

INSP (2005) defined a theory of change as an expression of the important strategies that are critical for bringing outcomes and improvement guided by service delivery strategy. Theory of change represents the need of the expected project beneficiaries and what strategies facilitated them to encounter those needs. The strategy establishes a framework for bearing connections between an organization's mission, project strategies and actual results, while creating relations among the project implementers, the strategies that are implemented and project end results. This theory showed fundamentals of project sustainability as the theory has defined actions, necessary strategies for long term project outcomes as well as desired project outcomes. By

applying the theory of change in executing the community based project provides an opportunity to ensure that project staffs, community, and other key stakeholders, all share a common understanding on the expected outcomes that are expected to occur and their contribution in that change (WCED, 1987).

The theory of change also helped the researcher to understand what the project variables and factors determine the change of the projects sustainability at the research area. By knowing this critical information, it enable the researcher to measure the community projects results and compare them against the original intent, in order to detect the relative change. Therefore this study put into consideration the theory of change as the researcher assessed the sustainability of various projects in the study area, mainly by looking on the expected results and the change it has influenced.

2.3.4 Financial Distress Theory

This theory is characterized by decline in the firm's performance, value and failure (Opler and Titman, 1994). Organizations with projects that are supposed to yield profits have to ensure their projects perform as per expectations. Projects for profits should first recoup the initial capital invested then yield profits. This theory is important when addressing financial challenges affecting the sustainability of CBPs. The CBPs financial management practices have a gap as they do not operate within budget shave weak internal controls. The major challenge of this theory is it cannot recognize symptoms of failure early enough in order to make corrections. The performance of CBPs has been declining and there is need to track and ensure they improve. This theory therefore guided in the understanding of the important role that financial factor plays in the survival and persistence of projects.

2.4 Empirical Literature Review

2.4.1 Roles of community Participation in Sustainability of CBPs

Shayo (2013) observed on community participation and sustainability on national water projects in Chalinze. The study was conducted in Chalinze whereby 130 respondents were selected to obtain both quantitative and qualitative data. Structured questionnaires, Focus group discussions, observation, interview of key informants and documentary reviews were used to obtain relevant information. Checklists and observation kits were used for interviews and focus group discussion and observation. The findings show that, the community participation in planning and implementation of Chalinze water supply project was very poor; as well as monitoring mechanism of operation and management and community participation on decision making was not satisfactory.

Wema(2010) based on an examination of factors affecting women's participation in project planning and implementation; the case of the TASAF program in the Rufiji district Tanzania. The findings have revealed that women's participation in development projects and TASAF in particular, was affected by social, political and economic factors embedded at community, national and global levels. The study used qualitative research method to obtain information.

Boru (2012) conducted a study on determinants of community ownership of water projects in Kenya. The study revealed that community involvement influences community ownership of water projects. The study also concluded that there is a significant and inverse relationship between distance from the water source and ownership of water projects. Furthermore the established that technology use, ease of

operation and maintenance cost, availability of spare parts influences community ownership of water projects. Therefore, this study examined the extent which community get involved in designing and implementation of projects.

Nkongo (2009), the study on management and regulation for sustainable water supply schemes in rural communities in Tanzania revealed that Community participation and ownership have a valuable role to play in achieving sustainability, but can create other challenges. In particular how realistic is participatory decision making where community members have very little understanding on various management and technological options and their implications on the long run? This raises the question of whether it is appropriate to try and bridge such a vast and costly knowledge gap for the sake of ownership.

Lachapelle (2008), revealed that applying the concept of ownership makes it easier in determining how the interests and actions of individuals or organizations contribute to community development work. The level of dedication to the process and outcome is enhanced; that is, if individuals are engaged authentically and intimately, engaging individual lead to greater chances of support in implementation and realization of community development goals. This study examined the extent which individual are engaged on community based projects.

2.4.2 Project Monitoring and Evaluation in Sustainability of CBPs

Tadesse, *et.al* (2013) conducted study titled “Rural Water Supply Management and Sustainability”, a case of central Ethiopia. The study assesses the important of community participation in water project whereas qualitative and quantitative methods

are used to collect data. The findings indicated that the community participation in planning and implementation was very good while monitoring mechanism of operation and management as well as community participation on choice of technology was poor. The findings also reveal that there is lack of control mechanisms in monitoring and evaluation of water project lead the poor management of water projects properly for its sustainability.

Kayaga (2015) conducted a study on the role of monitoring and evaluation in improving sustainability in water projects Bagamoyo district, Pwani Region. Both quantitative data obtained through prepared questionnaires and qualitative data from interviews done with villagers, district officials and village government members were used together with documentary evidences. Findings of the study showed that the most applied monitoring and evaluation practices in water projects is field visit and meeting. It well known that regular monitoring and evaluation can help track any intervening changes in many CBPs, even though the research above have revealed that there is little consideration of monitoring and evaluation of water projects in the district, therefore this study engage more findings on monitoring and evaluation related factors which in one way or another affect the sustainability of community based projects, it also recommend more action points to which all CBPs stakeholders consider for more improvements.

Norman (2012) on his study investigated the reasons for failure of community-based projects at Folovhodwe area. Questionnaires and interviews were employed to collect data. The study revealed that lack of funds, poor project management, poor management of funds, lack of commitment and motivation, low level of education of

project members, lack of community involvement, lack of monitoring and evaluation by government officials and community leaders, lack of training and unavailability of workshops for project members and lack of government involvement in addressing project challenges were identified as the reasons for failure of community-based projects.

2.4.3 The Financial Support and Sustainability of CBPs

Nyakundi (2014) conducted a study in Nairobi, Kenya that aimed at identifying on how stakeholder's involvement influences project monitoring and evaluation and to establish the influence of project technical skills on the implementation of community based projects. The study used interview and questionnaire to collect data. The study reveal that very low stakeholder participation in monitoring and evaluation of donor funded projects lead to mismanagement of fund which cause the unsuccessful of project implementation. The study recommended that, project managers should be in-charge to provide resources for donor funded project to be sustainable.

Hayson (2006) conducted a research in Tanzania to assess the sustainability of water project in Singida and Dodoma areas. Both Qualitative and quantitative methods are used to collect information. a purposive survey was undertaken covering 38 villages in six different districts. The study revealed positive correlation between project sustainability and fund management. Moreover the water project in the said areas failed to sustain due to improper management of project fund.

2.5 Summary of Empirical Literature Review

Table 2.1: Summary of Empirical Literature

Variable	Country	Methodology	Findings	Authors
Community participation	Tanzania	Structured questionnaires, Focus group	Community participation on decision making was not satisfactory.	Shayo (2013)
Community Participation	Kenya	Quantitative Exploration: In-depth interview,	Community involvement influences community Ownership of projects and ensure sustainability.	Boru (2012)
Community Participation	Tanzania	Qualitative method	Inequality level of participation among member of the society tend to influence negatively the sustainability of a project.	Wema(2010)
Community participation in project	Ethiopia	Qualitative and quantitative methods	Community participation in planning and implementation was very good on project ownership and sustainability	Tadesse, <i>et al</i> (2013)
Community Participation	USA	Qualitative and quantitative methods	Ownership and community participation has greater chances of support in implementation and realization of community development goals	Lachapelle (2008)
Monitoring and evaluation	Tanzania	Qualitative and questionnaire	Lack of proper and effective monitoring and evaluation mechanism leads to failure of project.	Kayaga (2015)
Monitoring and Evaluation	Kenya	Questionnaires and interviews	Low level of skill on monitoring and evaluation of a project leads to improper use of resources which finally resulted to project failure.	Norman(2012)
Financial Resources	Kenya	interview and questionnaire	Insufficient development fund tend to limit effective implementation and operation of a project.	Nyakundi (2014)
Financial Management	Tanzania		Poor management of project fund results to failure of a project.	Hayson (2006)

Source: Researcher

2.6 Research Gap

Different studies conducted by different authors have pointed out a mixture of factors, which tend to affect sustainability of Community Based Projects in the world. There are numerous case studies that make similar claims, but which are based or may be limited to a singled out for attention seem to miss the point.

In accordance to Norman (2012) Kayaga (2015); state that lack of proper mechanism of Monitoring and evaluation is one of the factor which tend to affect sustainability. Shayo (2013); found out that one of the reasons for project failure is community participation. Also Hyson (2006) and Nyakundi (2014) both explained financial factor as the cause for failure of community project to sustain but no hints on whether the financial support was sustainable or not.

The reports did not clearly state the capacities of the project to the community population involved it should be accompanied by many factors, among others financial strength and sustainability, community participation, monitoring and evaluation. Therefore this study put an emphasis on assessing to what extent community participation affect the sustainability, how financial support and monitoring and evaluation affect the sustainability of community based projects in Bagamoyo district.

2.7 Conceptual Framework

The study makes review on the effect of both independent and dependent variables in CBPs sustainability of community based projects. This study conceptualized variables (independent and Dependent) that affect the sustainability of community based

projects. The sustainability of community based projects is dependent variables under this study determined by independent variables namely, community participation, Monitoring and Evaluation, and Financial support. The Figure 2.1 shows the conceptual framework of the proposed study.

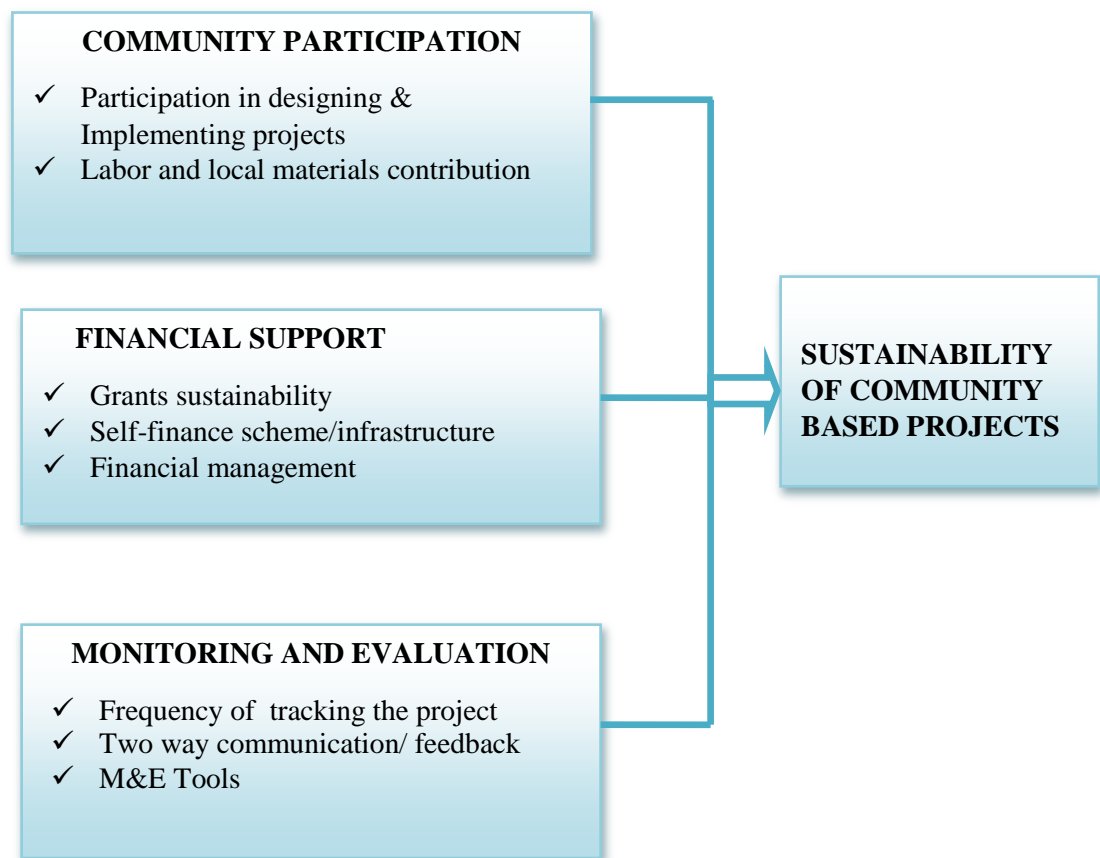


Figure 2.1: Conceptual Framework

Source: Field Data 2016

The Figure 2.1 shows that community based community projects is dependent variable which depends on the independent variables such as community involvement, financial support and monitoring and evaluation. Therefore this conceptual provides the summary of the study by showing which factors is put into consideration in assessing factors affecting sustainability of CBPs in Bagamoyo district.

The *independent variables* can be defined as all factors that can be controlled, subjected to change or test; independent variables affect dependent variable either positively or negatively (Mosby, 2009). In this study independent variables include financial support, project monitoring and evaluation, community participation and project implementers and controllers to mention few.

The *dependent variables* can be defined as factors that are measured learn the effect of one or more independent variables (Mosby, 2009). In this study titled factors affecting sustainability of CBPs sustainability; the dependent variable is sustainability of CBPs sustainability which can be measured to determine the effect of independent variables such as financial support, project monitoring and evaluation and community participation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter focused on the research method that were followed during the study. It includes aspects such as the research methodology, research design, population of the study and sample size, data collection and data analysis method will be used.

3.2 Research Design and Approaches

This study is regarded as descriptive survey design because it describes the factors affecting sustainability of community based projects in Bagamoyo district. According to Kothari (2004), descriptive survey is a method of collecting information by interviewing and administering questionnaires to a sample of individuals. Quantitative approaches have been used for data collection and data analysis. Information and opinions have been collected directly from individuals who participate in community projects and those who are responsible for community development in the community.

Numerical descriptions of things and their relationships have been done in this study and more emphasis is on interpretation of respondents' views and opinions for in depth understanding of the topic (Tewksbury, 2009). An interview was conducted to workers in nongovernmental organizations; community based organizations, political leaders, community leaders and selected community members available in the communities that this study was carried. The involvement of these people assisted greatly in getting relevant information for the sustainability of community based projects. Advantage of conducting interview assisted in exploring information on

how the selected factors for the study affects sustainability of the projects being implemented in Bagamoyo district. The findings also assisted in recommending approaches for sustainability in a positive or negative ways. Quantitative data were collected to assess the statistical relationship existing between the independent and dependent variables as well as reliability of the study tools being used.

3.3 Area of the Research Study

This study was conducted in Bagamoyo district, Coastal region. The district was purposively selected based on evidence of existence of different community based projects such as health, water, education, agriculture, tourism, and other projects introduced by the Government, donors and non-governmental organizations (NGOs).

3.4 Sampling Techniques and Sample Size

Based on complexity structure and allocation of wards in Bagamoyo district, the study employed both probability and non-probability sampling techniques in selecting the sample size of 190 where by 170 were administered questionnaire and 20 were interviewed. The researcher applied a sampling formula provided by Kothari, (2004).

Since the study involves multiple respondents, simple random sampling technique was used to obtain study participants. This is a probability sampling whereby all members in the population have equal chance of being selected to form a sample (Adam and Kamuzora 2008). The use of this method gives each participant an equal and independent chance of being selected. The technique is good when the population is made up of members of similar characteristics, as the size of random sample depends on the homogeneity (Shaughnessy *et al.* 2000).

3.5 Sample Size

The minimum sample size was calculated basing on the formula (Kothari, 2004)

$$n = \frac{Z^2 P (100-P) \times DEF}{\varepsilon^2}$$

Where:

n= Minimum sample size required

Z= 95% confidence interval around the true proportion which is 1.96

P= expected proportion be studied 50%

ε = 7 % Normal

DEF-designing effect taken at 2 since it involved multistage cluster sampling

Substituting in the above formula;

$$n = \frac{1.96^2 \times 50(100-50) \times 2}{7^2}$$

$$n = 190$$

Therefore the required sample size of the respondents was 190

To achieve this sample size, table 2 below summarizes distribution of the respondents to be included in data collection.

Table 3.1: Sample Size of the Study

No.	Respondents	Number of Respondents
1.	Community leaders	20
2.	Political leaders	10
3.	Donors/ NGOs and Government/ employees organization	20
4.	Other stakeholders	25
5.	Community members	115
	Total	190

3.6 Data Collection and Sources

Both primary and secondary data were collected. Primary data were gathered through interviews and questionnaire methods. 20 respondents were interviewed face to face and questionnaires were administered to 170 respondents. Secondary data were collected from World Banks' World Development Indicators (WDI), National Bureau of Statistics (NBS) and reports from other recognized sources such as REPOA.

3.7 Data Analysis

Both qualitative and quantitative data were collected from the primary source and compiled, sorted, edited for accuracy and clarity, classified, coded into a coding sheet and analysed using a Statistical Package for Social Science 23rd version.

3.7.1 Quantitative Data Analysis

The study adopted multiple regression analysis to establish the relationship between sustainability of community based projects and community participation, financial support as well as Monitoring and Evaluation. The Multiple regression analysis model was selected because the study investigating more than one independent variables. The model gives researcher *explicitly* control for many factors which simultaneously affect the dependent variable Wooldridge, (2003). The Multiple Regression equation for the study is expressed as follows:-

$$S = \beta_0 + \beta_1 CP + \beta_2 FS + \beta_4 ME + \mu$$

Whereby

S is Sustainability

CP is Community Participation.

FS is Financial Support

ME is Monitoring and Evaluation

$\beta_0, 1, 2, 3$ are coefficient of variables

μ is error term

The detail of the measurements of variables presented in table 3

Table 3.2: Measurements of Variables

Types of Variable	Name of Variable	Definition of variable/Measurement	Measurement Unit
Dependent Variable	Sustainability of Community Based Projects	Project sustainability has been defined by The World Bank (1992) as “the ability of a project to maintain an adequate level of benefit flows through its valued economic life”. The sustainability was measured by community participation, Financial Support and Monitoring and Evaluation of projects.	Ordinal
Independent Variables	Community Participation	Means Gender balance perceived they are actively participate in all aspects of project designing and implementation as well as provision of free labour and locally available materials. The Community Involvement was measured by the level of community participation in project designing and implementation and provision of free labour and locally available materials.	Ordinal
	Financial Support	This involves how the organizations manage their funds and the existing finance policies to govern expenditure. Financial Support was measured by assessing financial management capacity, availability of self-financing schemes.	Ordinal
	Monitoring and Evaluation	Project monitoring is stakeholders’ continuous process of tracking performance indicators of project initiatives. This ensures that project implementation proceeds as anticipated and modifications to designs and plans are effected on the basis of arising need for change based on the external and internal policy environment. Evaluation and control on the other hand involve systematic assessment of effectiveness and efficiency on project achievement while determining the gaps for remedial policy formulations. These processes assess the utilization of resources providing basis for improving the existing strategy that enhances post implementation sustainability. Monitoring and Evaluation was measured by Availability of M&E, Two way communication/Feedback and M&E Tools	Ordinal

Different regression diagnostic tests were executed to test if data support the assumptions of multiple linear regression. Specifically, multi-collinearity was checked by using tolerance test to measure the influence of one independent variable on all other independent variables (Gujarat, 2010). The Durbin-Watson's test was used to check for autocorrelation problem. The White Test to check if the error terms along the regression are equal (heteroscedasticity). The Paerson's Bivariate Correlation was used to check the relationship of all independent variables.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Chapter Overview

This chapter presents research findings and discussions on the assessment of the factors affecting sustainability of community based projects in rural areas. Findings were analysed, presented and tested according to the specific objectives. Results were presented and analysed as tested according to the specific objectives which were as follows:

- (i) To examine the role of community participation in the sustainability of CBPs Bagamoyo District.
- (ii) To assess how monitoring and evaluation affect sustainability of CBPs in Bagamoyo District.
- (iii) To assess how financial factor affect the sustainability of the CBPs projects in Bagamoyo District.

4.2 Questionnaires Return Rate

Table 4.1: Wards

		Frequency	Percent
Valid	Kaole	24	14.1
	Dunda	18	10.6
	Magomeni	40	23.5
	Zinga	32	18.8
	Kiromo	56	32.9
	Total	170	100.0

Source: Field Data 2016

Total of five wards were involved in data collection and all questionnaire were returned indicated 100% instruments return rate (see Table 4.1). Majority of respondents were from Kiromo (32.9%), followed by Magomeni (23.5%), Zinga (18.8%), Kaole (14.6%), and only 10.6% from Dunda. However, the results are different from Mwangangi & Wanyoike (2016) who conducted a study to analyse factors affecting sustainability of community borehole water projects in Kenya, their findings yielded 75.8%. According to Schindler (2003), a response rate above 30% of the total sample size provides enough evidence for further analysis of the population, therefore questionnaire return rate of the current study was reasonable.

4.3 Sample Size Normal Distribution

Table 4.2: Normal Distribution of the Sample Size

Statistics		
Wards		
N	Valid	170
	Missing	0
Skewness		-.445
Std. Error of Skewness		.186
Kurtosis		-1.049
Std. Error of Kurtosis		.370

Conventional measures of skewness and kurtosis were deployed to determine the normality of population sample size. The techniques of skewness and kurtosis are fundamental for determining sample averages and robust to the detection of outliers (Aytaçoğlu & Sazak, 2017). Researcher observed skewness (-.445) and kurtosis (-1.049) which statistically were in acceptable range (see table 4.2). In other words, the acceptable range of kurtosis is (-2.0 to 2.0) and skewness (-1.96 to 1.96).

4.4 Data Reliability Analysis

The study ensured that the collected data are valid and reliable to answer the research objectives. Reliability can be referred as the quality of a measurement procedure that provides repeatability and accuracy (Kothari, 2008). To ensure consistent and accurate results, standard designed closed-ended questionnaire, interview guide was used to collect the information from the study sample, through which researcher controlled the results of responses.

Reliability was tested by using SPSS, the Cronbach's Alpha which measures internal consistency. Cronbach alpha ranges between 0 and 1, the closer the Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale (Grayson, 2004).

Table 4.3: Reliability Analysis

Question	Number of Respondents	Cronbach's Alpha	Number of items
Local Community Involvement	170	0.815	4
CBPs Monitoring and evaluation	170	0.812	4
CBPs financial factor	170	0.826	4
Sustainability	170	0.91	4

Source: Primary Data

The results of reliability test depicts scale collection instrument was statistically reliable since Cronbach's coefficient was above 70% in all variables questions (refer Table 4.3) showed that the reliability was above 0.8 since Reliability coefficient of 0.7 or higher is considered acceptable in most social science research situations Sekeran, (2004).

4.5 Validity Analysis

Table 4.4: Validity Analysis

		CBPs Financial Factor	CBPs Monitoring and Evaluation	Local Community Involvement	Sustainability of CBPs
CBPs Financial Factor	Pearson Correlation Sig. (2-tailed) N	1 25			
CBPs Monitoring and Evaluation	Pearson Correlation Sig. (2-tailed) N	.901** .000 25	1 25		
Local Community Involvement	Pearson Correlation Sig. (2-tailed) N	.893** .000 25	.846** .000 25	1 25	
Sustainability of CBPs	Pearson Correlation Sig. (2-tailed) N	.946** .000 25	.929** .000 25	.972** .000 25	1 25

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

Validity can be defined as measurement for testing accuracy of the research results corresponding to the objectives (Joppe, 2000). According to Kimberlain and Winetrstein (2008) validity test requires data collection tool to be reliable although the instrument can be ascertained valid without being reliable.

Researcher conducted Pearson Correlations matrix to determine linear relationship between independent variables and dependent variable which on the other hand implies the validity of the research tool. Table 4.4 revealed the analysis was high significant ($p < .000$). Furthermore, there was an existence of very strong positive linear relationship between the variables; financial factor and sustainability ($r(25) = .95$, $p < .000$), monitoring and evaluation, and sustainability ($r(25) = .93$, $p < .000$),

community development and sustainability ($r(25) = .97, p < .000$). Sedgwick (2012) suggests that, correlations coefficient (r) larger value closer -1 or to 1 indicate statistical significance. Therefore there was enough evidence that research instruments were valid.

4.6 Socio-Demographic Characteristics

This part presents the main characteristics of respondents categorized by age, gender, and marital status, level of education and overview of projects in Bagamoyo. Descriptive statistics was used to provide simple summaries about the sample and the observations that have been made. These summaries may form the basis of the initial description of the data as part of a more extensive statistical analysis, or they are sufficient in and of themselves for this research work.

4.6.1 Age of Respondents

Researcher was interested to determine age status of the respondents since age has influence on the working ability. Figure 4.5 shows the age of beneficiaries. The age was measured in years ranging from 18 - 30, 31 – 45, 46 - 60 and above 61. Majority of respondents were found youth (55%) aged between 18 and 30 while least number of participants were older adults (1%) above 60.

Another larger number of respondents were aged between 31 and 45 occupying 38%, and between 46 and 60 (6%). Results were somehow similar to Mwangangi & Wanyoike (2016) who found 47% of the respondents were aged above 30, indicating most of the projects participants are adult youth.

Table 4. 5: Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 30	98	57.6	57.6	57.6
31 - 45	62	36.5	36.5	94.1
46 - 60	8	4.7	4.7	98.8
61 - above	2	1.2	1.2	100.0
Total	170	100.0	100.0	

Source: Primary Data 2016

Table 4.6: Gender and Marital Status Cross Tabulation

			Marital Status			Total
			Married	Not Married	Divorced	
Gender Male	Count		46	54	10	110
	% within Gender		41.8%	49.1%	9.1%	100.0%
Female	Count		24	32	4	60
	% within Gender		40.0%	53.3%	6.7%	100.0%
Total	Count		70	86	14	170
	% within Gender		41.2%	50.6%	8.2%	100.0%

Source: Primary Data 2016

Cross tabulation was conducted to determine marital status of respondents with correspondence to gender (Table 4.6). Single females (53.3%) were leading the list in participating in projects, followed by single males (49.1%). The scenario of single participants to occupy large number can be related to age (see Figure 4.5), since most of participants were youth. On the other hand, there was fairly difference between married males (41.8%) and females (40.0%) while existing a reasonable difference between the divorced males (9.1%) and females (6.7%). Findings of the gender-marital status are alike to another peer study conducted by Tafara (2013) in Kenya to assess

factors influencing sustainability of rural community based water projects. His findings revealed majority of the respondents were male (56.7%) compared to female (43.3%).also, findings are similar to Githinji (2013) who determined factors affecting sustainability of CBP in Kenya, his findings showed males participated more (55.8%) than females (44.2%). In Songea, Tanzania, Ngonyani (2013) carried alike study and find that male engaged highly (63.8%) than females (36.2%). Thus, implying majority of males have tendency to participate in CBP compared to females.

4.7 Overview of CBPs in Bagamoyo District

Bagamoyo district where the study has been conducted, is one of the district found in coast region. Also Bagamoyo district has high investment in CBPs like hand pump boreholes, water dams, Chalinze Water Supply and Sanitation Authority (CHALIWASA) projects, education and health projects, Community infrastructure Upgrading Project, land banking, low-cost plot allocation, affordable housing, transport improvement, petty trade integration, land regularisation, and local tourism promotion (UN-HABITAT, 2009).

The study outcomes have shown that Bagamoyo district had initiated various CBPs in different areas depending on the specific beneficiaries. Among of the initiated CBPs, some of them seem to be sustainable but others seem to be unsustainable, to mean that some are working inefficiently and others have died before meeting the intended objectives. Figure 4.4 shows that, 164 (equal to 96.5percent) respondents consulted agreed on the existence of CBPs in their environment, 2 (1.2percent) respondents disagree on the existence of CBPs in their environment and 4 (2.4percent) respondents do not know the existence of CBPs.

Table 4.7: Awareness of Conducted CBPs

	Frequency	Percent
Valid Yes	164	96.5
No	2	1.2
I dont know	4	2.4
Total	170	100.0

Source: Primary Data

Respondents were asked to respond whether they are aware of CBPs conducted in their areas. Most of them were only aware on the kind of projects conducted but did not understand their progresses. Table 4.7 shows that, 13 percent of respondents mentioned agricultural projects in their area, 15 percent of respondents mentioned educational projects, 13 percent of respondents mentioned tourism projects, 15 percent of respondents mentioned infrastructural projects, 15 percent of respondents mentioned health projects and 12 percent mentioned other projects, while 17 percent of respondents missed to attempt the question. The leading projects in Bagamoyo being Educational, Infrastructures, Tourism and Agricultural projects, respectively.

Other projects like water supply were mentioned by 12 percent of respondents. Water projects were implemented earlier, more than ten years ago. In 2002, Bagamoyo district especially Magomeni, Dunda, Kaole and Zinga wards were already enjoying clean water from bore holes. Bagamoyo District Council constructed more bore wells and systems for rainwater harvesting and also implemented two piped water supply projects (UN-HABITAT, 2009).

Table 4.8: CBPs Conducted in Bagamoyo

		Frequency	Percent
Valid	Agricultural Projects	24	14.1
	Educational Projects	26	15.3
	Water Projects	24	14.1
	Tourism Projects	22	12.9
	Infrastructure	26	15.3
	Upgrading Projects	26	15.3
	Health Projects	26	15.3
	Other Projects	18	10.6
	Total	166	97.6
Missing	System	4	2.4
Total		170	100.0

Source: Primary source

4.7 Community Role and Participation in CBPs

The study needed to understand the role of local community in the projects which take place in their area, whether they have any influence or not. The respondents' reactions are summarized in Table 4.9 and 4.10.

Table 4.9: Showing Assessment of Community Involvement in CBPs throughout Project Levels

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.052	4	4.013	1.500	.000
Within Groups	441.501	165	2.676		
Total	457.553	169			

Table 4.10: Community Role and Participation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Provision of Land	46	2.48	1.545	.228	2.02	2.94	1	5
Financial Contribution	36	2.72	1.614	.269	2.18	3.27	1	5
Provision of Labour Power	46	2.65	1.676	.247	2.15	3.15	1	5
I don't Know	26	2.77	1.704	.334	2.08	3.46	1	5
None of the Above	16	3.63	1.708	.427	2.71	4.54	1	5
Total	170	2.73	1.645	.126	2.48	2.98	1	5

The role of community and their participation at different levels of projects was assessed using one way Analysis of Variance (ANOVA). The test was statistically significant ($F(4,165) = 1.5, p < .000$) (table 4.9). Reasonable number of community members were not involved in any level of the project ($M=3.63, SD = 1.71$) and were not aware of the project activities ($M=2.8, SD = 1.7$). Conversely, several members were involved in financial contribution ($M= 2.7, SD = 1.6$), provision of labour power ($M= 2.7, SD=1.8$), and provision of land ($M=2.5, SD = 1.5$) (table 4.10). Findings had fairly difference to Samuel et al (2016) who evaluated factors influencing sustainability of water projects in Rwanda. Their results indicated majority of community members (43%) participated at less extent while few numbers participated at greater extent (11%) at conception, design and implementation. However Samuel et al (2016) did not specify particular activities were community involved. These findings are also alike to another peer study findings done by Haroun & Adam (2015) to determine factors affecting project sustainability beyond donors support in Western Sudan. Their results participation of community was very low (15%) especially women compared to previous years. Therefore, literature also supported the findings that participation was significantly poor.

4.8 Decision Making on CBPs

The researcher intended to know the group, which are responsible to make decision on the selection of the construction sites or implementation area and facilities.

Table 4. 11: ANOVA –Decision Making on CBP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.596	4	3.899	1.502	.000
Within Groups	381.667	147	2.596		
Total	397.263	151			

Table 4.12: Decision Making Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Village or Ward Committee Level	22	2.73	1.751	.373	1.95	3.50	1	5
Project Implementer and Controllers	32	2.56	1.605	.284	1.98	3.14	1	5
Village Leaders	44	3.00	1.494	.225	2.55	3.45	1	5
I don't Know	40	2.50	1.679	.266	1.96	3.04	1	5
None	14	3.57	1.555	.416	2.67	4.47	1	5
Total	152	2.79	1.622	.132	2.53	3.05	1	5

The analysis was high significant at 0.1 level ($F(4,147) = 1.5$, $p < .000$) (table 4.11). Decision making level was attributed at fairly extent by village leaders ($M=3.0$, $SD=1.5$), ward committee level ($M=2.7$, $SD=1.8$), and project implementer and controllers ($M=2.6$, $SD=1.6$). However, neither of the leaders had high extent of decision making ($M=3.6$, $SD=1.6$) (Table 4.12). These findings are alike to Mdendemi (2013) who assessed community participation for sustainability of rural water project in Lushoto, Tanga, Tanzania. His results indicated community did not participate in

decision making especially in financial issues (0%) and only 12.3% participated in deciding kind of contribution. Current findings can also be related to Tafara (2013) who found only 11.1% were involved in decision making. However, results were quite different from Ochelle (2012) who found 87% of the community were involved in decision making on his study identifying factors affecting sustainability of community water project in Kenya. Hence, it was an indication most of Tanzania projects had low participation of community on decision making compared to other sub-Saharan countries.

4.9 Assessment of Monitoring and Evaluation in CBPs

Table 4.13: Monitoring and Evaluation of CBP -Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Assessment and Feasibility Study was not Conducted Prior to Project Implementation	10	1.80	1.033	.327	1.06	2.54	1	3
All Participants were not provided with Right Information	10	2.40	1.265	.400	1.50	3.30	1	4
Facilities for Community Education were not Distributed	14	2.86	1.512	.404	1.98	3.73	1	5
Timely Project Meetings	34	2.35	1.631	.280	1.78	2.92	1	5
There is no Transparency in Project Financial Statement	16	2.38	1.258	.315	1.70	3.05	1	4
Enough Budget was not allocated in Monitoring and Allocation	42	3.10	1.764	.272	2.55	3.65	1	5
Monitoring and Evaluation was not Conducted on Time	14	3.71	1.637	.438	2.77	4.66	1	5
Field Visitation by Evaluation Team	16	2.00	1.461	.365	1.22	2.78	1	5
I Don't Know	12	3.33	1.875	.541	2.14	4.52	1	5
Total	168	2.70	1.636	.126	2.45	2.95	1	5

Table 4.14: ANOVA – Monitoring and Evaluation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	48.747	8	6.093	2.432	.017
Within Groups	398.372	159	2.505		
Total	447.119	167			

Results indicated the test was calculated reasonably by meeting significance conditions ($F(8,159)=2.4$, $p=.02$) at 0.05 level (refer table 4.14). Assessment showed at large extent monitoring and evaluation was not done in time ($M=3.7$, $SD=1.6$) and inefficient budget was allocated to conduct monitoring and evaluation ($M=3.1$, $SD=1.8$). Furthermore, there was insignificant distribution of community education facilities ($M=2.9$, $SD=1.5$) with inadequate provision of right information ($M=2.4$, $SD=1.3$). Project financial statement was also revealed to have no transparency ($M=2.4$, $SD=1.3$) steered by non-timely meetings ($M=2.4$, $SD=2.4$). Field was not regularly visited by evaluation team ($M=2.0$, $SD=1.5$) despite the fact that there was not assessment and feasibility study done prior to project implementation ($M=1.8$, $SD=1.0$). Nevertheless, majority of the community participants were not aware of the monitoring and evaluation practices ($M=3.3$, $SD=1.9$) (Table 4.13). Results were in the same scenario as of Kayaga (2015) who assessed role of monitoring and evaluation in improving sustainability of water projects in Bagamoyo, Pwani, Tanzania. His findings revealed poor practices of monitoring and evaluation in terms of field visit (49%), lack of personnel (15%), technical skills and knowledge (18%), and community participation (29%). Muiga (2015) also found relevant findings in his study on the factors affecting the use of monitoring and evaluation systems of public projects in Kenya. His study findings showed ineffectiveness of monitoring and evaluation in terms of performance and skills (72.1%). Current findings and literature

peer studies results implies there is an existence of ineffective monitoring and evaluation process in CBPs

4.10 Assessment Financial Support and Sustainability of CBPs

Table 4.15: Chi-Square Test – Financial Support and Sustainability

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.899 ^a	16	.010
Likelihood Ratio	40.028	16	.001
Linear-by-Linear Association	4.940	1	.026
N of Valid Cases	170		

Source: Primary Data

Chi-Square was calculated to determine the relationship between financial support constraints and sustainability of CBPs. The analysis was statistically significant $\chi^2(16, N=170) = 31.9, p=.01$ indicating there is strong relationship between the two variables (see Table 4.15).

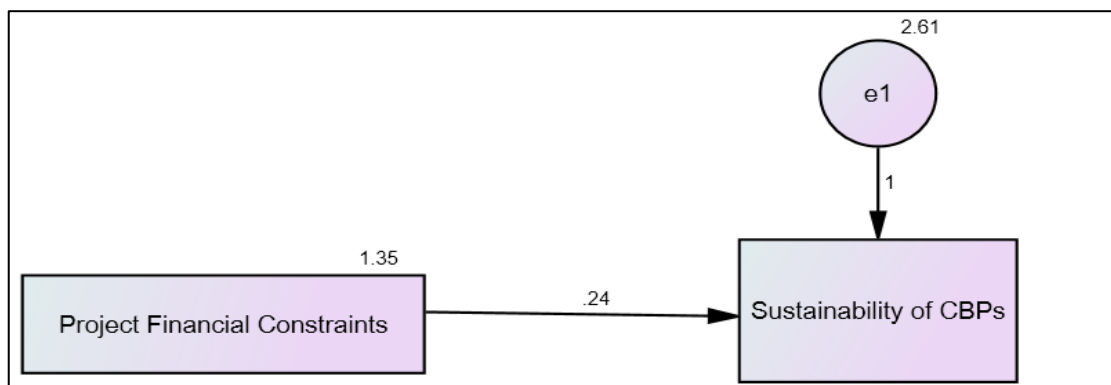


Figure 4.1: Simple Path Model for Project Financial Constraints and Sustainability

Table 4.16: Estimates Analysis

	Estimate	S.E.	C.R.	P	Label
RPT<---FCP	.241	.107	2.256	.024	

Path analysis was constructed to portray the causal effect relationship between project financial constraints (exogenous) variable and sustainability of CBPs (endogenous variable). The causal-effect relationship was significant at .05 level ($p=.024$) when financial constraints increases by .24, sustainability of the project goes up by 1 with a standard error of .11 (Table 4.16). Furthermore, the model depicts financial constraints explains 13.5% of the model. In other words financial constraints contributes 13.5% of the prediction of the model outcome (sustainability) which is statistically very low indicating CBPs sustainability is affected by weak financial status (Figure 4.1). Emmanuel & Muili (2008) also noted financial constraints affects sustainability effectiveness of projects in various aspects such as buildings (23.1%), transport (7.7%), social welfare (30.8%), utilities (19.2%), education (7.7%), and recreation (11.5%) yearly.

4.11 CBPs Funds Management

Table 4. 17: CBPs Funds Management -Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Poor Community Participation	68	2.38	.915	.111	2.16	2.60	1	4
Financial Constraints	12	3.00	.853	.246	2.46	3.54	2	4
Poor Monitoring and Evaluation	30	2.67	.884	.161	2.34	3.00	1	4
Project Implementers and Controllers	18	2.89	.323	.076	2.73	3.05	2	3
Poor Definition of Project Objectives	42	2.29	.995	.153	1.98	2.60	1	4
Total	170	2.51	.905	.069	2.37	2.64	1	4

Source: Primary Data

Table 4.18: ANOVA- Projects Funds Management

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.419	4	2.355	3.010	.020
Within Groups	129.075	165	.782		
Total	138.494	169			

ANOVA test was significant at .05 level ($F(4,165) = 3.01, p = .02$) indicating the analysis was reasonable (table 4.18). Financial constraints was revealed to affect fund management at large proportion ($M=3.00, SD=.85$) accelerated by project implementers and controllers ($M=2.9, SD =.32$). Additionally, poor monitoring and evaluation ($M=2.7, SD=.89$), poor definition of project ($M=2.9, SD=.99$) and poor participation of community ($M=2.4, SD =.92$) (table 4.17) were observed to jeopardise the management of CBPs fund. Findings were supported by Nyamu (2015) who assessed factors affecting sustainability of CBPs in Kenya. Her findings showed community perceived fund management was deteriorated by management knowledge level (60%), lack of capacity building (45%), and resource mobilization (35%). Also Mutonga (2015) stressed poor records auditing, lack of financial skills, and misappropriation of resources affected fund management. His findings on the other hand reveals strong positive correlation ($r(35) = .76, p < .05$) between financial administration and sustainability of donor funded community water project in Kenya. Current study findings on the other hand matched with Kamau (2014). His findings indicated fund disbursement in line with budget and poor involvement of members affected fund management.

4.12 Factors Analysis to Determine Factors for CBPs Failure

Table 4.19: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.711
Bartlett's Test of	Approx. Chi-Square		42.745
Sphericity	df		28
	Sig.		.037

Kayser-Meyer-Olkin was conducted to determine adequacy of sample size for factor analysis. The test was .71, above the recommended 6, and Bartlett's test of sphericity was statistically significant ($\chi^2(28) = 42.7$, $p < .05$) indicating the factor analysis was ascertained suitable (Table 4.19).

Table 4.20: Variance Explained by Factors

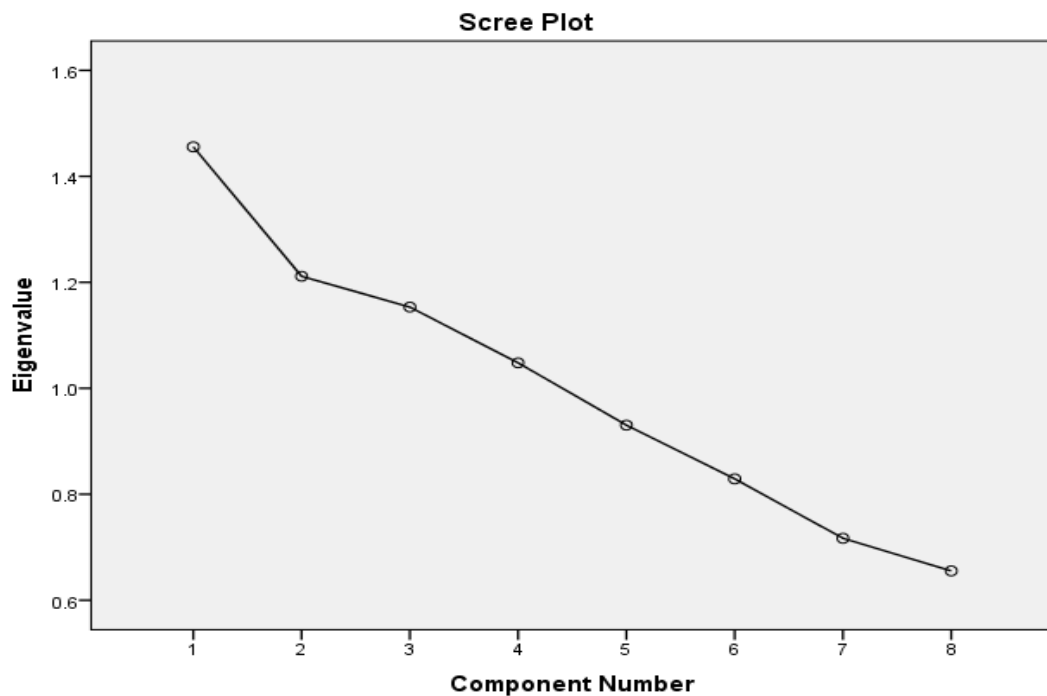
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.456	18.195	18.195	1.456	18.195	18.195	1.408	17.605	17.605
2	1.211	15.142	33.337	1.211	15.142	33.337	1.207	15.085	32.690
3	1.153	14.415	47.752	1.153	14.415	47.752	1.148	14.356	47.046
4	1.048	13.100	60.852	1.048	13.100	60.852	1.104	13.806	60.852
5	.930	11.631	72.483						
6	.829	10.363	82.847						
7	.717	8.961	91.808						
8	.655	8.192	100.000						

The principal component analysis was adopted as rotation method to determine variability among factors. Four factors were observed to load high among eight variables selected to determine CBPs failures. Eigenvalues above 1 was deployed as cut off criteria, highest component was observed to have 18.2% variance while the least had 13.1% indicating the highest factor was more potential in explaining CBPs failure than the rest of the factors (refer Table 4.20).

Table 4.21: Rotated Component Matrix

	Component			
	1	2	3	4
Poor community participation and awareness	.553			
Insufficient Financial Support	.695			
Poor Monitoring and Evaluation			.730	
Project Implementers and Controllers	.773			
Cultural and traditions reasons		.777		
Bureaucracy among team players		.703		
Poor definitions of Project objectives			.744	
Unrealistic Project plans				.787

Four factors with eigenvalue greater than 1 (Table 4.21) were rotated and variables loading high were pointed out (Table 4.17). All variables were revealed to load high in different components, the highest being Unrealistic Project plans (.787) followed by cultural and traditions reasons (.777) and the least being poor community participation and awareness (.553). However, all factors had variance higher than .50 which is equal to 50% indicating there were significant for explaining the variation of CBPs failure and the components patterns can be useful for further analysis.

**Figure 4.2: Scree Plot**

Four factors with Eigenvalues higher than 1 were depicted on scree plot to portray the cutoff point (Figure 4.2). The figure portray the slope lies horizontally as Eigenvalues decreases implying the lower variability of the components with Eigenvalue less than 1. In other words, the four components with Eigenvalues greater than 1 was retained for further analysis while the rest discarded.

4.13 Testing the Assumptions of Multiple Linear Regression Model

Assumptions of multiple regressions aims to avoid the observations of wrong estimates of the regressions (Antonakis & Deitz, 2011). The unawareness of assumptions may lead to Type I and Type II errors or the under-or-over estimation of the significance relationship (Osborne & Waters, 2002). Researcher conducted five fundamental multiple regressions including linearity, multicollinearity, normality, autocorrelations, and homoscedasticity.

4.13.1 Multi-collinearity Test on Independent Variable

Linear regression is used in statistics as an approach for patterning the correlation between a scalar dependent variable y and one or more independent variables denoted X (Osborne & Waters, 2002). Multi-collinearity between dependent variable and more than one explanatory variables can cause two complications. First, it may expand the variance of estimated factors which in turn can result into statistical insignificance of individual factor regardless of the overall model. Second, it can cause estimation problems of the interpretations of independent variable and their coefficients (Mrema, 2016). Researcher employed Variance Inflation Factor (VIF) and Tolerance Rate to determine collinearity.

Table 4.22: Multi-collinearity Test between Independent Variables

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
	CBPs Financial Factor	.994	1.006
	CBPs Monitoring and Evaluation	.994	1.006
	Local Community Involvement	.991	1.009

Results summarized in Table 4.22 portrays tolerance rate was greater than 0.9 in all independent variables while VIF coefficients was not greater than 1. According to Keith (2006), tolerance rate ranges between 1 and 0 (the closer to 1 the lower the collinearity) while VIF falls under the rule of thumb which ranges between 1 and 10 (the closer to ten the more the collinearity). Therefore, it was an indication the assumption was met.

4.13.2 Checking Linearity between Dependent and Independent Variables

In statistics, the values of dependent variables lean on the values of independent variables whereby the output which is being examined is represented by dependent variables while the inputs are represented by independent variables. Statistical models are helpful at testing the effects caused by independent variables to dependent variables. Table 13 below summarizes the test of linear relationship between variables. The researcher employed correlation matrix in order to determine linear relationship between independent and dependent variables.

Correlation matrix using Pearson Correlations showed the relationship between the independent variables and dependent variable was significant $p < .000$. Analysis also

indicate the existence of a very strong positive correlations between the variables since Pearson coefficient was greater than or equal to .90 ($r(76) \geq .90, p < .000$) (Table 4.23). Thus, it was concluded there was linear relationship between the independent variables and dependent variable.

Table 4.23: Checking Linearity between Dependent and Independent Variables

		Correlations			
		Local Community Involvement	CBPs Financial Factor	CBPs Monitoring and evaluation	Sustainability of CBPs
Local Community Involvement	Pearson Correlation	1.0			
	Sig. (2-tailed)	.000			
	N	76			
CBPs Financial Factor	Pearson Correlation	.141	1		
	Sig. (2-tailed)	.226	.000		
	N	76	85		
CBPs Monitoring and evaluation	Pearson Correlation	.068	.047	1	
	Sig. (2-tailed)	.564	.672		
	N	75	84	84	1
Sustainability of CBPs	Pearson Correlation	.941	.966	.961	
	Sig. (2-tailed)	.000	.000	.000	.000
	N	76	85	84	85

Source: Primary Data

4.14 Test of Autocorrelation Assumption (Durbin Watson Test)

Table 4. 24: Table showing Test of Auto Correlation Assumption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.580 ^a	.553	.033	1.619	2.024

Durbin-Watson coefficient was calculated to test autocorrelation assumption. It is generally accepted that Durbin Watson statistic ranges from 0 to 4. However, values

less than 1 or more than 3 can cause a concern (Field, 2009). Findings implied the assumptions was met since it was in an acceptable range (Table 4.24).

4.14.1 Homoscedasticity Assumption

This assumptions describes the occurrence of equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). Keith (2002) stresses that, it assumes the errors are spread out dependably between variables. Researcher checked homoscedasticity y plotting standardized residuals against standardized dependent variable. Osborne & Waters (2002) suggests, homoscedasticity to be tested by examining the plot of standardized residuals against standardized predicted one, Keith (2006) also recommends statistical software scatterplots of residuals to be applied in checking the assumption. Figure 4.3 depict residuals scatter randomly around horizontal line. When residuals scatter randomly around horizontal line with even distribution indicate the assumptions was statistically met (Osborne & Waters, 2002). Therefore, it was enough evidence the test was reasonable checked.

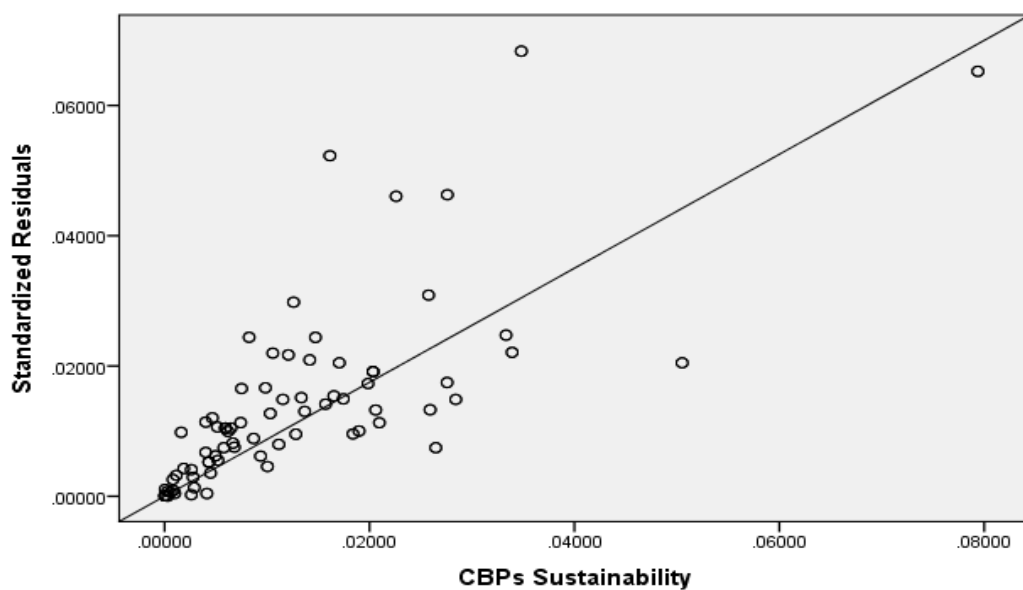


Figure 4.3: Homoscedasticity Assumptions

4.15 Multiple Regressions Analysis

Table 4.25: Multiple Regressions –ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.369	3	7.123	2.718	.047 ^b
	Residual	382.631	146	2.621		
	Total	404.000	149			

Table 4. 26: Model Summary of Regressions

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.553	.033	1.619

Multiple regressions was conducted to determine the associations between independent variables and dependent variable. The analysis was significant ($F(3, 146)=2.72$, $p=.04$) (see table 4.25) implying the overall model has significant effect . On the other hand, Model summary results indicated R square =.553 which is equal to 55.3% (table 4.26), indicating the proportional of variation explained by the three independent variables. In other words, community participation, financial factor, and monitoring and evaluation explains 55.3% variation on the prediction of sustainability of CBPs. Results matches with regression analysis of Samuel *et al* (2016) who also found the regression model was significant indicating the positive relationship between variables, however their model explained only 29.4% proportional of variations. Contrary, model results are different from Umugwaneza *et al* (2016) who obtained 98% of variations explained by the model, however, their model based on monitoring and evaluation practices on sustainability of projects.

Table 4.27: Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.417	.546		2.592	.010
CBPs Financial Factor	.088	.128	.056	.689	.042
CBPs Monitoring and Evaluation	.138	.063	.179	2.213	.028
Local Community Involvement	.077	.054	.116	1.430	.044

The coefficients table observed the individuals predictors values on the dependent variable (table 4.27). CBPs financial factor (Beta=.05, p=.04), CBPs monitoring and evaluation (Beta=.18, p=.03), and local community involvement (Beta=.12, p=.04) were significant predictors of CBPs sustainability. Furthermore, higher level of monitoring and evaluation (.13) was associated with overall sustainability of CBPs. The following regression equation was developed from general multiple regression equation;

$$\text{From, } Y = \alpha + x_1\beta_1 + x_2\beta_2 + \dots x_n\beta_n + \varepsilon$$

$$\text{Then, } S = \alpha + CP\beta_1 + FS\beta_2 + ME\beta_3 + \varepsilon$$

$$\text{Hence, } S = 1.42 + 0.8CP + 0.9FS + 0.14ME$$

Where,

S = Sustainability

CP = Community Participation

FS = Financial Support

ME = Monitoring and Evaluation

CHAPTER FIVE

DISCUSSIONS OF FINDINGS

5.1 Chapter Overview

This chapter presents the discussion of findings in relation to the works cited in the literature review. Consistently, the discussion lies along the specific objectives of the study: local community involvement and sustainability of CBPs, assessment of monitoring and evaluation against sustainability of CBPs, assessment of financial factors against sustainability of CBPs.

5.2 Local Community Involvement and Sustainability of CBPs

Majority of respondents consulted in this research reacted negatively against community participation which indicates unsatisfactory community involvement during feasibility study, CBPs planning and goal setting, fund mobilization, implementation level, evaluation stage and report writing stage. In this way, the sense of community ownership of CBPs in their area will not be there and hence no sense of care for such projects.

From community participation theory in literature review, if community concerned are not mutually involved at deciding issues related to their future, the projects is likely to last for a very short time without even significant impacts. Likewise the community are not fairly involved throughout the CBPs levels. Subsequently local community fail to grasp primary objectives of the projects and at the end fail to enjoy the benefits within at its maximum. Results from this study also matches with Shayo (2013)

whereby, local community do not take part in planning and implementation of CBPs. The results clearly demonstrated that, local communities already played a crucial role in the implementation of projects and activities. It is the local communities who supply labour power, provides land for CBPs and sometimes local materials for the CBPs. Therefore, there is need to actively involve the communities in the decision-making processes from policy formulation through to implementation and even during evaluation.

On the other hand, researcher holds the view that all community based projects that do not involve community participation in formulation through planning and budgeting do not guarantee the sustainability of projects and activities. It is not enough to label a project “community based” while not actively involving the communities in all stages of the project. The communities are at the closest to the resources and should not be treated as passive beneficiaries and bureaucratic solutions from the top.

5.2.1 Assessment of Monitoring and Evaluation against Sustainability of CBPs

The study has revealed the presence of poor monitoring and evaluation in CBPs, due to poor mechanisms employed in monitoring and evaluation. Local community is not fully involved in the process of monitoring and evaluation. Consequently local people just stay passive while everything is handled by project implementers and controllers. The most practiced mechanisms of monitoring and evaluation are allocation of enough funds for monitoring and evaluation, timely meetings and regular field visit. With enough resources allocated for the process of monitoring and evaluation on paper, less is practically implemented (refers to Table 4.9 in chapter 4).

5.3 Assessment of Financial Factor and Sustainability of CBPs

The findings shows that CBPs in Bagamoyo are mostly funded by government grants, international donors and local community initiatives. Government grants for most of times prefers to places where there are already ongoing efforts from local communities.

However in Bagamoyo there are few community initiated efforts than those initiated by local and central governments. Because most CBPs are government and donor funded projects most of them die when funding stops in such a way that CBPs do not bring long term impacts to the local communities. Projects that are funded by government grants especially through district council are the ones which survive for sometimes compared to those funded by donors. For instance bore holes water projects which was conducted since 2002 have been surviving with some rehabilitation done by local government. Other projects like entrepreneurial projects, and women empowerment projects do not last long.

Furthermore there are a lot of financial problems arise in CBPs that significantly affect CBPs sustainability. There are specifically weak fund management and control, misuse of funds and misallocation of funds disbursed. The study found that what is written on the paper is not realistically practiced in the project implementation. The study holds the view that, whatever plan is on the paper, it cannot be realized unless funds solicited are released and practically used accordingly, which is not practiced in many CBPs. This has greatly contributed the failure of many CBPs in Bagamoyo. Among of the factor for CBPs failure is insufficient funds and too much dependency on donors. Community do not feel the ownership of CBPs because funds are

outsourced and they not involved in any stage of soliciting funds and hence even the possibility of strict questioning on uses of funds is small. This gives advantages to project implementers who know how and where funds came from, and hence do what is more beneficial to them. In fact, with this too much dependence on donor resources while ignoring the potential of the local communities to provide and sustain their own projects, failure becomes inevitable. Thus this study sees the participatory role of communities in planning and budgeting will enable stakeholders to identify resources among communities which can be used in programs, projects and activities reducing their dependence on donors.

Most of these uneducated people do not consider or care about anything that take place in their area since they take CBPs is for educated people. UN-HABITAT report of 2009 also noted that, there is minimum community participation due to poor awareness. This poor awareness has a lot to do with project unsustainability. Projects infrastructures are taken care by local people who are well aware of their benefits, and also management and participation bring an ethical sense to project implementers due to community mechanisms of monitoring the project.

As a matter of fact, objectives carry the essence of the entire project. If project objectives are not clearly comprehended, there is low possibility of realizing the entire project plan. Project implementers should go to the local community and provide education specifically on the project at hand. In addition implementation of CBPs should go hand in with community's fully involvement in order to ensure their sustainability.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Chapter Overview

This chapter presents summary, conclusion and recommendations based on findings of the study. In addition this chapter also includes areas for further research.

6.2 Summary

The general objective of this study was to assess factors affecting sustainability of community based projects in Tanzania specifically designed to examine the role of community participation in the sustainability of CBPs Bagamoyo District, to assess how monitoring and evaluation affect sustainability of CBPs in Bagamoyo District and assessing on how financial factor affect the sustainability of the CBPs in Bagamoyo District. Consistent with the research objectives, three research questions were developed which were as follows: firstly, what is the role of community participation in the sustainability of CBPs Bagamoyo District? Secondly, how does monitoring and evaluation affect sustainability of CBPs in Bagamoyo District? Thirdly, how does financial factor affect the sustainability of the CBPs projects in Bagamoyo District? Results from the findings have convincingly demonstrated and that all the research objectives have been met and research questions answered as shown in the preceding chapter and appendix pages.

6.3 Conclusion

This study concludes that CBPs are more meaningful and effective where the local community members are fully and mutually involved and reap significant benefits.

The study come up with facts that local community members in Bagamoyo district are not involved in project designing and planning as well as budgeting and prioritization. However, the communities are involved in the implementation stage of different projects or activities. The study concludes that in order for CBPs to ensure long term impacts, project implementers, government and donors should consider local communities' priorities and give them mutual ownership of the projects in their areas

6.4 Recommendations

This study puts forward recommendations as follows

- (i) Funders of CBPs should think through local community's priorities than coming up with already made project plans that ultimately do not have expected impacts to the intended beneficiaries.
- (ii) CBPs should be designed with self-financing mechanisms that will sustain them later after donor's funds.
- (iii) As CBPs is successful in providing benefits to communities and sustainably conserve resources, valuable benefits should be shared among stakeholders, at the same time linkage should be made clear between the community and other CBPs stakeholders.
- (iv) The sustainability of the CBPs and activities are key elements of poverty alleviation and sustainable development. Therefore local communities living in Bagamoyo district should be active players in decision making processes during project formulation and implementation.
- (v) It is necessary to create awareness among communities about the need to participate, manage, and own their CBPs. Government officials and NGO

agents should not ignore indigenous knowledge systems so that they do not propose and impose irrelevant solutions to the communities they seek to assist. Moreover there is need for authorities to create a rapport and trust with communities and to advance their interests above all other things.

- (vi) Bagamoyo district should speed up the process of empowering and capacitating the community so that conservation activities could take effect. Legal empowerment as well as capacity building of major groups such as women, youth, traditional leaders and the physically handicapped is paramount for attaining full community participation in local decision-making through planning and budgeting.

6.5 Areas for Further Research

This study focused on assessment of factors affecting sustainability of community based projects in Tanzania taking Bagamoyo district as a case study.

- (i) The researcher recommends that further research should be carried on finding the correlation between factors affecting sustainability of CBPs and community development. This recommendation is based on the fact that this study was based on researching factors affecting sustainability of CBPs but did not find an extent to which each factor significantly affect the community development.
- (ii) This study has not analyzed real costs and benefits of community participatory decision-making through designing, planning and budgeting; therefore, further research should be conducted to clarify the win-win situation.

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APPENDICES

Appendix I: Questionnaire

SECTION A: GENERAL INFORMATION

1. Questionnaire Number: Date:

.....

2. Name of Location:

3. Gender:

(a) Male

☐

(b) Female

1. Age

(a) 18 – 30years

☐

(b) 30 –45years

(c) 45–60years

(d) 60 years and above

2. Education level

(a) Primary level and below

(b) Secondary level

☐

(c) Post-secondary, certificate diploma

(d) Degree level

(e) Retired

(f) Others (Specify)

3. Marital Status

(a) Married

(b) Not Married

☐

(c) Widow

(d) Divorced

1. How long have you been in this village?

(a) below 1 year

(b) between 1-5years

(c) between 5-10 years

(d) above 10 years

☐

SECTION B: OVERVIEW OF COMMUNITY BASED PROJECT AT BAGAMOYO

Identifying community development projects which have been implemented in Bagamoyo District.

4. Is there any community based project implemented currently in your areas?

a. Yes

b. No

c. I don't know

☐

5. Various projects have been undertaken in Tanzania, the following are the fields which these projects are based on; with reference of your area, agree or disagree with the following fields of project if they are undertaken in your area.

Field	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Agriculture					
Education					
Water					
Tourism					
Infrastructure i.e. Roads, marine and Railways					
Health					
Other fields					

SECTION C: COMMUNITY PARTICIPATION

6. Community based project pass through different level in implementation, with reference from project undertaken in your areas, at what levels of the project community participate?

Levels	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
During Feasibility study					
Planning and goal setting					
Soliciting funds					
Implementation					
Evaluation stage					
During report writing					

7. Who made the decision on selection of construction sites/implementation area and facilities?

Levels	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Village Committee Members					
Project Implementer					
Village Leaders					
I don't know					

8. Please rank the role (s) have the community members played in the implementation of development projects in this community?

Levels	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Provision of Land					
Financial Support					
Provision of labor and materials					
I don't know					

SECTION D: FINANCIAL SUPPORT

Instruction: Tick appropriately where applicable, for open ended questions provide brief answer as possible

9. What is the primary source of finance does the project use from among the following sources?

Statement	Strong agree	Disagree	Not sure	agree	Strong disagree
The project was funded by international Donors and financial institution					
Government grant					
Local community contribution					
Other specify					

10. Please rank how community leaders and Project controllers manage funds during the implementation of Community Based Projects

Levels	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Fund disbursed as planned					
Fund used as planned					
Misuse of funds					

11. Please rank the usage of project funds and the self-financing scheme in your village?

Levels	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Most of project designed with self financing scheme					
Most of project designed without self financing scheme					
Community leaders fail to manage self financing scheme					
Funds generate from self financing schemes are miss used					

12. How does the project implementation been affected by financial constraints during the past few years? Please tick next to the appropriate answer in the spaces provided below:

Measure	Strongly agree	Agree	Neutral	Disagree	Strong disagree
	1	2	3	4	5
There was no challenges experienced					
Projects stopped for a while due to shortage of funds					
There erupted management conflicts after the project received funds					
Local communities are not ing to contribute to project funds					
Projects cease after grants stop					

SECTION E: MONITORING AND EVALUATION

Instruction: *Tick appropriately where applicable, for open ended questions provide brief answer as possible*

13. The following are the reasons of many community based projects to fail before targeted time during implementation, on your views relating to projects which undertaken in your area agree or disagree with the following reasons:

Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Community participation					
Lack of financial support					
Lack of effective monitoring and evaluation method					
Project implementers and controllers					
Poor monitoring and evaluation					
Cultural and traditional reasons					
Poor community awareness					
Bureaucracy among team players					
Poor definitions of projects objectives					
Unrealistic projects plans and deadline					

14. Government, Non-government organizations, donors, communities and other project stakeholders have been taken various measures to make project implemented well so as to meet specified projects goals. On your views, agree or disagree with the following measures:-

Measure	Strongly agree	Agree	Neutral	Disagree	Strong disagree
	1	2	3	4	5
Involving local communities					
Well defining project objectives at the beginning of the projects					
Providing education to the local communities about the projects undertaken in their areas					
Well structured project management and project team members					
Designing projects which don't interfere local communities cultural and traditions					
Full utilization of project resources					
Fully monitoring of projects funds by government and donors					

15. Please tell us about how projects are monitored by putting a ✓ in your level of acceptance with the statement in the table below. **1=strongly agree, 2=agree, 3=neutral, 4=disagree and 5=strongly disagree**

Option	1	2	3	4	5
Project readiness assessment was conducted prior project implementation					
Evaluation was conducted during project implementation.					
All participants are provided with right information and reports when needed					
Education materials were distributed					
Leaders organize and conducts project meetings timely					
There is openness in income statements to communities for the projects conducted					
Enough budget is allocated to conduct monitoring and evaluation					
Field visit by evaluation team was done on time					

16. With references of projects undertaken in your areas, do you think above measures have been taken in your areas?

Reaction	Strong agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Yes, they are all undertaken					
Mostly undertaken					
Least of them undertaken					
Never undertaken					

Appendix II: Interview Guide

Date:

Name: Designation: Position:

Education: Ward/Location:

1. How many CBPs have taken place in 5 years in your area?..... (Please name them below)

a. Kiromo

b. Kaole
.....

c. Zinga
.....

d. Magomeni
.....

e. Dunda
.....

2. From questionnaires, there are a lot of educational, health, infrastructural, agricultural, tourism and environmental projects, how projects of such kind do you receive/implement annually?

a. Tourism/environment
.....

b. Agricultural
.....

c. Educational
.....

d. Health
.....

e. Infrastructural

.....

f. Water

Supply

.....

3. Could you please mention some of them?

a.

b.

c.

d.

e.

f.

g.

h. ,.....

i.

4. How many of such projects are still going on?

5. Tourism/environment

.....

6. Agricultural

7. Educational

8. Health

.....

9. Infrastructural

10. Water

Supply

.....

11. What are their primary sources of funds?

- a. International donors
- b. Government grants
- c. Community contributions
- d. Private companies
- e. Other sources, please specify:
.....

12. Do the CBPs that take place here consider EIA/ESIA? Yes
No.....

13. Why do think are the reasons for CBPs failure?

.....
.
.....
.....
.....
.....

14. What are the financial constraints so common among CBPs here?

.....
.....
.....
.....
.....

15. Generally, what would you comment on CBPs financial management?

.....
....

.....

16. In which ways do you think local people benefit from CBPs?

.....

17. In which ways local community members are involved?

a.

b.
 ...

c.
 ...

d.

e.

f.

g.

THANK YOU