

**FACTORS AFFECTING SUSTAINABILITY OF COMMUNITY-BASED
PROJECTS IN RURAL AREAS IN TANZANIA: A CASE OF KILOSA
DISTRICT IN MOROGORO**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
MANAGEMENT
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND
MANAGEMENT
THE OPEN UNIVERSITY OF TANZANIA**

2023

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “*Factors Affecting Sustainability of Community-Based Projects in Rural Areas: A Case of Kilosa District in Morogoro*” in partial fulfilment 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

I, **Ramadhani Mabula**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Project Management of the Open University of Tanzania.

.....

Signature

.....

Date

DEDICATION

I dedicate this work to my lovely family, especially my beloved wife and children.

ACKNOWLEDGEMENT

I am very grateful for Almighty God for allowing me to accomplish this study. The accomplishment of this dissertation is the result of tremendous contributions done by: First and foremost my sincere and great appreciation goes to my supervisor Dr. France Shayo, he has been an open mentor, and made my hard work to be fruitful. Secondly, my sincere gratitude goes to my family for prayers and wishes. Great thanks to my father Mr. Mabula Maige and my mother Mama Maige who has been great encouragement to go for further studies. I appreciate the support I got from my wife. Thirdly my special thanks goes to my beloved sons and daughters. Finally, I would like to extend a word of gratitude to my brother and friends, because they have been very supportive throughout my academic period.

ABSTRACT

This study assesses the factors affecting sustainability of community-based projects in Kilosa District. One hundred and ninety (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 analyze data involving descriptive and inferential statistics using Statistical Package for Social Science (SPSS) 23rd version. Analysis of the findings showed that, local community involvement, monitoring and evaluation, and financial factor explains 55% of variation on the prediction of sustainability on CBPs. On the other hand, there was significant relationship between local community involvement, monitoring and evaluation, financial factor, and sustainability of CBPs. Results implies that, most of the CBPs in Kilosa do 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.

Keywords: *Community Based Projects, Statistical Package for Social Science*

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LIST OF ABBREVIATIONS

ADF	African Development Fund
CBO's	Community based organizations
CBPs	Community Based Projects.
EEPCO	Environmental Engineering and Pollution Control Organization
IFAD	International Fund for Agricultural Development
LGAs	Local Government Authorities MDG Millennium Development MDGs Millennium Development Goals
MPM	Master 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	United Nation
UN HABITAT	United National Human Settlement Programme
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 2 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).

District Kilosa district where the study was conducted, is one of the districts found in Morogoro region. Also Kilosa district has high investment in CBPs like hand pump boreholes, water dams, Kilosa Water Supply and Sanitation Authority (KILOWASA) 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 Kilosa 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 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 Kilosa Sanitation Park which was implemented in Kilosa 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 Kilosa 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 3 Nkongo, 2009). Considering 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 Kilosa district.

1.3 Statement of the Research Problem

Tanzania like other developing countries, have been positively impacted by community-based projects efforts (NBS, 2018). The community-based projects (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.*, 2016).

Poor governance has also been identified as one of the most serious constraints facing the sustainability of CBPs and hence hindering their profitability (Oketch, 2019).

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, 2018). 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 Kilosa 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 at Kilosa District.

1.4 Research Objectives

1.4.1 General Objective

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

1.4.2 Specific Objectives

- i) To examine the role of community participation in the sustainability of CBPs in Tanzania.
- ii) To assess how monitoring and evaluation affect sustainability of CBPs in in Tanzania.

- iii) To assess how financial factor, affect the sustainability of the CBOs projects in Tanzania.

1.5 Research Questions

This research study sought to answer the following questions;

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

1.6 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).

1.7 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 three 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 Kilosa District whereby questionnaires were administered to community leaders and communities.

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 are 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 affected 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

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. Considering 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 project's sustainability at the research area.

By knowing this critical information, it enables 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 puts 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 & 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(2018) 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 (2018) 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 (2019), 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 (2018), 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 (2019) 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 reveals 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 incharge to provide resources for donor funded project to be sustainable. Hayson (2016) 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 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.

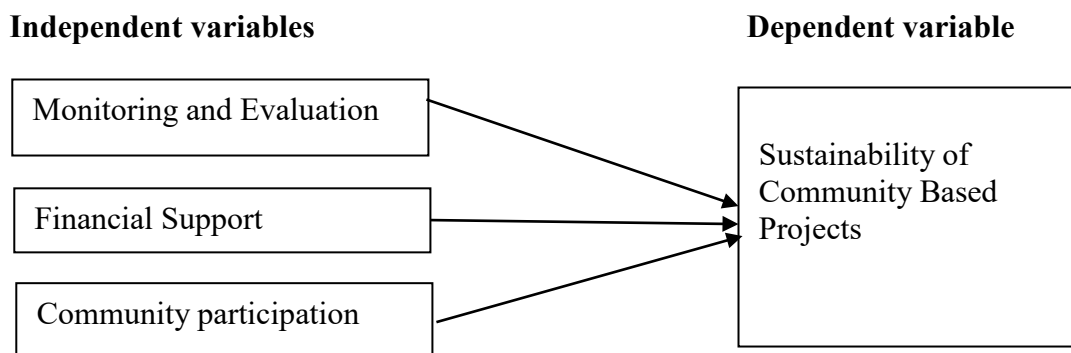


Figure 2.1: Conceptual Framework

Source: Field Data 2022

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.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter focused on the research method that was 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), descriptive design is a method of collecting information by interviewing and administering questionnaires to a sample of individuals. Quantitative approach has 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).

3.3 Area of the Research Study

This study was conducted in Kilosa district, Morogoro 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).

Sampling Techniques and Sample Size.

Based on complexity structure and allocation of wards in Kilosa 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). 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 & 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).

3.4 Sample Size

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

$$n = Z^2 P (100-P) \times DEF \div \epsilon^2$$

Where: n= Minimum sample size required

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

P= expected proportion be studied 50% $\epsilon = 7\%$

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

Substituting in the above formula;

$$n = 1.96250 \times 2 - \times 50(10072n = 190)$$

Therefore, the required sample size of the respondents was 190. To achieve this sample size, table 3.1 below summarizes distribution of the respondents to be included in data collection.

Table 3.1: Sample size of the study

S/N	Respondents	Frequency
1	Political leaders	10
2	Community leaders	20
3	Donors/NGOs/Govt	20
4	Other stakeholders	25
5	Community members	115
	Total	190

Source: Researcher, 2022

3.5 Data Collection and Sources

Both primary and secondary data were collected. Primary data were gathered through interviews and questionnaire methods. Twenty 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. An interview was conducted to workers in non-governmental 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 Kilosa district. The findings also assisted in recommending approaches for sustainability in a positive or negative way. 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.

3.6 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 analyzed using a Statistical Package for Social Science 23rd version. 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 3.2

Table 3.2: Measurements of variables

Variable	Variable	Measurement	Scale
Dependent variable	Sustainability of Community based projects	Measured by community participation, financial support and monitoring and evaluation projects.	Ordinal
	Community participation	The level of community participation in project design, implementation and provision of free labour and locally available materials.	Ordinal
	Financial support	Assessing measurement financial management capacity, availability of self-financing scheme.	Ordinal
	Monitoring and evaluation	Assessment of effectiveness and efficiency on project achievement, determining remedial policy formulation	Ordinal

Source: Researcher, 2022

Different regression diagnostic tests were executed to test if data support the assumptions of multiple linear regressions. 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.

3.7 Research Ethics

For ethical requirements in the conduct of the study respondents were duly informed of the fact that the study was for academic purpose and that they were under no compulsion to respond to the questionnaire. The respondents were asked to participate voluntarily whilst assuring them of anonymity and confidentiality on the information given. In order to avoid plagiarism, all sources of information were duly acknowledged.

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 Kilosa District. (ii) To assess how monitoring and evaluation affect sustainability of CBPs in Kilosa District. (iii) To assess how financial factor, affect the sustainability of the CBPs projects in Kilosa District.

4.2 Questionnaires Return Rate

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 Kalangakelo (32.9%), followed by Igawa (23.5%), Kiswago (18.8%), Ihowanja(14.6%), and only 10.6% from Ngoheranga. 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.

Table 4.1: Questionnaires return rate

	Frequency	Percent
Ihowanja	24	14.1
Ngoheranga	18	10.6
Igawa	40	23.5
Kiswago	32	18.8
Kalangakelo	56	32.9
Total	170	100.0

Source: Field Data 2022

Table 4.2: Normal distribution of the sample size statistics wards

Statistics		
Wards		
N	Valid	170
	Missing	0
Skewness		-.455
Std Error of Skewness		.186
Kurtosis		-1.049
Std Error of Kurtosis		.370

Source: Field data (2022)

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).

4.3 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, 2006). 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

Item	No. of Items	Cronbach Alpha	No. 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: Field Data (2022)

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, 2003).

4.4 Correlation Analysis

Table 4.4: Correlation analysis

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

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

Source: Field data (2022)

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. 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). 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.

4.5 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 Kilosa. 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.

4.5.1 Age of Respondents

Researcher was interested to determine age status of the respondents since age has influence on the working ability. Table 4.5 shows the age of respondents. Majority of respondents were found to be youth 98 (57.6%) aged between 18 and 30 while least number of participants were older adults 2 (1.2%) above 60. Another larger number of respondents were aged between 31 and 45 occupying 36.5% and between 46 and

60 (4.7%). 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 the respondents

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

Source: Field data (2022)

Table 4.6: Marital status of respondents

		Marital Status		
		Married	Single	Divorced
Gender Male	Count	46	44	10
	% within gender	41.8	49.1	9.1
Gender Female	Count	24	32	4
	% within gender	40.0	53.3	6.7
Total	Count	70	86	14
	% within gender	41.2	50.6	8.2

Source: Field data (2022)

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 33 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, this 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.

4.6 Overview of CBPs in Kilosa

Findings (Table 4.7) showed that 164 (equal to 96.5%) 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: CBPs in Kilosa

	Frequency	Percentage
Agree	164	96.5
Disagreed	2	1.2
Do not know	4	2.4
Total	170	100

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 4.8 shows that,13 percent of respondents mentioned agricultural projects in their area, 15percent of respondents mentioned

educational projects, 13percentof respondents mentioned tourism projects, 15percentrespondents mentioned infrastructural projects, 15percent of respondents mentioned health projects and 12percent mentioned other projects, while 3percent of respondents missed to attempt the question. The leading projects in Kilosa 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, Kilosa district especially Ihowanja, Ngoheranga, Igawa,Kiswago andKalangakelo wards were already enjoying clean water from bore holes. Kilosa 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: Awareness of CBPs projects in Kilosa

Project	Frequency	Percent
Agricultural projects	22	13
Educational projects	26	15
Health projects	26	15
Tourism projects	26	15
Infrastructural projects	26	15
Water projects	20	12
Other projects	20	12
Missing in attempting question	4	3
Total	170	100

Source: Field data (2022)

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 any 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 is 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

match with Shayo (2013) whereby, local community does 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 show that CBPs in Kilosa 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 Kilosa 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 Kilosa. 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 Kilosa District, to assess how monitoring and evaluation affect sustainability of CBPs in Kilosa District and assessing on how financial factor affect the sustainability of the CBPs in Kilosa 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 Kilosa District? Secondly, how does monitoring and evaluation affect sustainability of CBPs in Kilosa District? Thirdly, how does financial factor affect the sustainability of the CBPs projects in Kilosa District?

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 Kilosadistrict 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 Kilosa 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) Kilosa 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 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.

6.6 Areas for Further Research

This study focused on assessment of factors affecting sustainability of community-based projects in Tanzania taking Kilosa 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

Introduction

My name is **Ramadhani Mabula Maige**. I am a third year student at the Open University of Tanzania (OUT). I am conducting this research in order to examine the Factors Affecting Sustainability of Community Based Projects in Rural Areas: A Case of Kilosa District in Morogoro. This research study is done in partial fulfillment for the award of a Master of Business Administration (MBA).

Please lend me few minutes of your time to fill out this questionnaire. It is strictly for academic purpose and therefore all information provided shall be treated with maximum caution and confidentiality. All personal data provided shall be treated collectively and not on personal levels.

SECTION A: General Information

1. Questionnaire Number:
2. Name of Location:
3. Gender: (a) Male (b) Female 1.
4. Age (a) 18 – 30years (b) 30 –45years (c) 45–60years (d) 60 years and above
5. Marital Status (a) Married (b) Single (c) Widow (d) Divorced

SECTION B: Overview of Community Based Project at Kilosa

1. Identifying community development projects which have been implemented in Kilosa District.
2. Is there any community-based project implemented currently in your areas?
a. Yes b. No c. I don't know
3. 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.

Statement	Levels				
	1	2	3	4	5
Agriculture					

Education					
Water					
Tourism					
Infrastructure i.e. Roads, marine and Railways Health Other fields					

SECTION C: Community Participation

1. 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 1=Strongly disagreed, 2= disagreed, 3=Neutral 4=agree 5=Strongly agreed.

Statement	Levels				
	1	2	3	4	5
During feasibility study					
During planning and goal setting					
During soliciting funds					
During implementation and evaluation stage					
During report writing					

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

Levels 1=Strongly disagreed, 2=disagreed, 3=Neutral 4=agree 5=Strongly agreed

Statement	Levels				
	1	2	3	4	5
Village Committee Members					
Project Implementer					
Village Leaders					
I don't know					

3. Pleaserank the role (s) has the community members played in the implementation of development projects in this community?

Levels 1=Strongly disagreed, 2= disagreed, 3=Neutral 4=agree 5=Strongly agreed

Statement	Levels				
	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

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

Levels 1=Strongly disagreed, 2= disagreed, 3=Not sure 4=agree 5=Strongly agreed

Statement	Levels				
	1	2	3	4	5
The project was funded by international Donors and financial institution					
Government grant					
Local community contribution					
Other specify					

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

Levels ;1=Strongly disagreed, 2= disagreed, 3=Not sure 4=agree 5=Strongly agreed

Statement	Levels				
	1	2	3	4	5
Fund disbursed as planned					
Fund used as planned					
Misuse of funds					

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

Levels; 1=Strongly disagreed, 2= disagreed, 3=Not sure 4=agree 5=Strongly agreed

Statement	Levels				
	1	2	3	4	5
Most of project designed with self-financing scheme					
Most of project designed without self-financing scheme					
Misuse of funds					

Community leaders fail to manage self-financing scheme					
Funds generate from self-financing schemes are miss used					

4. 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: 1=Strongly disagreed, 2= disagreed, 3=Not sure 4=agree 5=Strongly

Statement	Levels				
	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. 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:

Measure: 1=Strongly disagreed, 2= disagreed, 3=Not sure 4=agree 5=Strongly

Statement	Levels				
	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 plan and deadline					

Appendix II: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
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Tel: 255-22-2668992/2668445
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Our Ref: PG202001699
Regional Administrative Secretary,
Morogoro Municipal Council
P. O. Box 4067
Morogoro

Date: March 3rd, 2022

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania's mission is to generate and apply knowledge through research. To facilitate and to simplify the research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania.

With this brief background, the purpose of this letter is to introduce to you **Mr. Ramadhani Mabula Maige, Reg.No: PG202001699** pursuing a **Master of Project Management (MPM)**. We hereby grant this clearance to conduct research titled *"Factors Affecting Sustainability of Community-Based Projects in Rural Areas in Tanzania: A Case of Kilosa District in Morogoro"*.

He will collect his data in your area from 5th, March 2022 to 4th, May 2022. If you need further information, kindly do not hesitate to contact the Deputy Vice-Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. Lastly, thank you in advance for your assumed cooperation and facilitation of this research academic activity.

With kind regards,

Prof. Magreth Bushesha

DIRECTOR OF POSTGRADUATE STUDIES

Appendix II: Acceptance Letter

Scientific Research Publishing
www.scirp.org



Open Journal of Business and Management

Acceptance Notification

April 2, 2023

Dear Author,

Thanks for your contribution to *Open Journal of Business and Management*. We are pleased to inform you that your paper:

ID: 1834743

Title: FACTORS AFFECTING SUSTAINABILITY OF COMMUNITY-BASED PROJECTS IN RURAL AREAS IN TANZANIA: A CASE OF KILOSA DISTRICT IN MOROGORO REGION

Author(s): RAMADHANI MABULA MAIGE AND FRANCE SHAYO

has been accepted for publication. Congratulations!

This article will be ready for publication in **Vol. 11, No. 3 of May issue 2023** in *Open Journal of Business and Management*, if the following procedures are completed no later than April 30.

Step 1: Sign the Copyright Form

Step 2: Finish Payment for Article Processing Fee and Return the Receipt to Us:

1. Bank Transfer:

Account: 818825998838

Beneficiary Name: Scientific Research Publishing Limited

Beneficiary address: Building 5, Headquarters Space of Optical Valley, Tangxun Lake North Road #38, East Lake High-Tech Development Zone, Wuhan 430223, Hubei Province, China

Swift: HSBCHKHKKH

Bank Name: The HongKong and Shanghai Banking Corporation Limited (HSBC)

Bank Address: Head Office 1 Queen's Road Central Hong Kong, Hong Kong, China

Website: www.hsbc.com.hk

2. Online Payment:

For Credit Cards issue please click here.

<https://papersubmission.scirp.org/payment/initPaypal>

Step 3: Revise the Article according to the Comments in the Submission System and Format Your Manuscript according to the Template Attached.

Please login to the system using your login name and password:

<https://papersubmission.scirp.org/login.jsp?journalID=244> to view all the information.

If you have any questions, please feel free to contact us.

Best Regards

Jeff Lewis

OJBM Editorial Board

Email: jhrss@scirp.org

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