SUSTAINABILITY OF DONOR FUNDED PROJECTS IN TANZANIA:

A CASE OF WATER SUPPLY PROJECT IN ITIGI DISTRICT

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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 entitled: **"*Assessment of Sustainability of Donor Funded Projects (DFP) in Tanzania. A Case of Water Supply Project in Itigi District Council",*** in Partial fulfilment of the requirements for the Degree of Master Arts in Monitoring and Evaluation of the Open University of Tanzania.

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Dr. Hamidu Shungu

(Supervisor)

……………………………….

Date

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DECLARATION

I, **Tumaini Ernest Chaulema**, 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 fulfilment of the requirement for the Degree of Master of Arts in Monitoring and Evaluation (MAME) of the Open University of Tanzania.

…………………………………

Signature

…………………………………

Date

DEDICATION

I dedicate this work to my lovely Wife (Lucia Philip Petro), my beloved children (Doreen, Joselin, Derick and Dayana) and all other family members and best friends who supported me in one way or another (morally and materially).

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ABSTRACT

This study was generally focusing on assessing the sustainability of donor funded projects (DFPs) which are implemented in Itigi district, and it had a due focus on water supply project as a case study. The study was conducted in Itigi District Council in Singida region, whereas two (2) Rungwa and Idodyandole Wards and Two (2) Villages involved in the study which are Rungwa and Idodyandole village. The objectives of this study were to assess the perceptions of project beneficiaries on the development aid, examine the participation of project stakeholders in all project stages together with examining the capacity of project beneficiaries in carrying out project operations especially after the withdrawal of funding partners. 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. The results of this study showed that, many of the beneficiaries were not actively involved especially during the design stage of the project which imply that few of the beneficiaries were not aware of the operation of the project and the associated challenges and opportunities. Results also shows that project beneficiaries lack the necessary capacity to carry out project operations after the withdrawal of donor partners. The perceptions that projects belong to donor partners while beneficiaries are not part of the project formation, has been found to be one among the factors that affects the sustainability of the donor funded projects. Following these results, the study recommends that; Community members should be actively being involved during the project design for any community-based development project, as it will help to capture local opinions and experiences which are likely to increase feasibility and sustainability of the project.

Key Words: donor funded projects, community based, and water supply.

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LIST OF ABBREVIATIONS

CCB	Community Capacity Building
CDP	Community development projects
CPT	Community participation theory
DFP	Donor Funded Project
DPs	Development Projects
IDC	Itigi District Council
WADA	Water and Development Alliance
TCCF	The Coca Cola Foundation
RC	Roman Catholic
NGOs	Non-Governmental Organizations
PCM	Project Cycle Management
SPSS	Statistical Package for Social Sciences
URT	United Republic of Tanzania
USAID	United States Agency for International Development

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter highlights the basic information about this study. It is divided into five subsections each of which entails particular information relevant to the study. Subsection one explains the background information of the study; subsection two give the statement of the problem while subsection three highlights the objectives of the study. Subsection four displays research questions and section five explains the significance of the study.

This chapter narrates the general overview of the study, which studies the NGO, and sustainability of development projects implemented by such organizations. The chapter is divided into sections, which describes the background of the study, statement of the problem, research objectives and questions, significance of the study as well as the conceptual framework, which shows conceptual relationships between variable.

1.2 Background of the study

The use of Community development projects (CDP)for intervening in community problems has been one among the strategies used by non-governmental organizations (NGOs) in addressing socioeconomic development hindrances (GRI, 2000). In 1960s, the World Bank and other donor countries used to provide much funding to the developing countries for implementation of community development project;

with an intention of combating poverty among community members and achieve better life (Paul, 1987). These projects were designed and formulated by donors or the governments of developing countries on behalf of donors, a planning style which is commonly known as "a top-down approach" (Warhurst, 2000b). The implementation of development projects (DPs) following this approach (top down planning); proved failure in many countries, and this called for the review and reshuffle of the approach where an alternative bottom-up approach was proposed and adopted by many countries (Bell, 2007). The introduction of bottom-up approach in project designs, led to the achievement of better results than it used to be when the top-down approach was used.

NGOs are a diverse and dynamic group of development organizations that operate at the local, national, and international levels. Their activities encompass community development, humanitarian relief and emergency assistance, natural resources and conservation projects, and many other sectoral Programs (GRI, 2000). It has generally been accepted that, the participation of NGOs in community development initiatives, has brought an immerse transformation to the communities where much results have been realized by many people in the places where those projects were implemented. Nevertheless, together with such tremendous results that have been witnessed, the sustainability of such development projects is questionable because it has been observed in many places that, whenever donors withdraw themselves from funding development projects, such projects tend to collapse immediately (Kerzner and Belack, 2010).

A project is said to be sustainable when it continues to deliver benefits to the project beneficiaries for an extended period after the main part of the donor assistance has been completed. While a project is limited by time, the benefits should continue and the activities should be developed long after the project has ended, without the need for external inputs (Kerzner and Belack, 2010). The failure of many community development projects especially after the lapse of external support, calls for an in-depth investigation to find out the factors influencing sustainability of projects most especially those implemented by NGOs.

1.3   Statement of the problem

Non-Governmental Organizations (NGOs), are known to be potential partners in steering development process in many countries especially in Tanzania. Their main potentials are evident in financial and technical aspects, which whenever they effectively utilized they offer substantial support to the government to achieve much more than it should have been done by the government alone.

However, most of the development projects implemented by NGOs, tends to shine and perform the best, as long as NGOs are supporting such projects, but when they withdraw their support, usually such projects collapse. When projects collapse, great loses are incurred not only for the NGOs, but even to community members because they tend to loose project benefits in addition to their time which was spent during the design and implementation of such projects. In connection to that, currently Itigi District Council particularly Rungwa and Idodyandole are faced by unfunctionable and unsustainable water points projects.

Following this fact therefore, this study intends to investigate the factors that influence the sustainability of development projects implemented by NGOs, so that appropriate measures can be taken and people may enjoy the fruits of investments done by NGOs.

1.4   Research Objectives

1.4.1   General Objective

Generally, this study intends to assess the sustainability of development projects implemented by one Non-Governmental Organization in IDC.

1.4.2   Specific Objectives

(i)   To asses community perceptions on development aids given to them for their socioeconomic development.

(ii)   To evaluate community participation on planning and implementation of development projects implemented by NGO.

(iii) To examine community capacity for carrying out development initiatives.

1.5   Research Questions

(iv)   How does a community member perceive development aids they receive for their socioeconomic development?

(v)   How does a community member participate in the planning and implementation of development projects implemented by NGO?

(vi) What is a different capacity of community members on carrying out development initiatives?

1.6 Significance of the Study

The results from this study are expected to be of help to all development stakeholders, because the study will reveal the factors that influence sustainability by pointing out parts, which ought to be played by each stakeholder in realizing sustainable development. The three areas of focus, which were chosen by this study, will help in exposing those factors, which emanates from community participation in the planning and implementation of development projects, community perceptions on the development aids given by NGO and the community capacity to manage the established development projects.

When each of these focal objectives are investigated, areas of weakness from each development partner (the government, community members and the NGO) will be clearly identified, so that appropriate measure can be taken by each partner to ensure sustainability of the established development projects.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter is divided into two major sections; the theoretical review and empirical review. The theoretical review has expounded the community participation theory and the concept of sustainability. Empirical review section entails about various practical experiences of development projects such as operational performance and major constraints inherent of project implementation. Section three elaborates the conceptual set up of this study, which is coined as "the conceptual framework" which shows conceptual relationships between variables used in this study.

2.2   Review of literature

This chapter gives a snapshot of some theories and concepts related to this study, and it further describe how each theory and concept is relevant to the study. For more clarity, the chapter is divided into two major parts namely theoretical review and empirical review.

2.3   Theoretical Review

The concepts and theories that will be analysed in this sub-section include the concept of sustainability, community participation theory, and the concept of community capacity building.

2.3.1   The Concept of Sustainability

The concept of "sustainability" is generally used when referring to the consistence of a situation, or a phenomenon both in the present and future generations (Torbjorn

and James, 2007). In the context of natural environment for example, sustainability is defined as the process at which environmental resources are utilized in such a way that, present generation befit from the resources without compromising with the future generation in benefiting from the same environmental resources (Brundtland, 1987).

Too often in the past it has been found that projects have failed to deliver sustainable benefits because they did not take sufficient account of a number of critical success factors (GRI, 2000). Experience has demonstrated that the longer-term sustainability of project benefits depends on the following factors:

(i) **Policy support -**This refers to the extent to which the partner government has demonstrated support for the continuation of project services beyond the period of donor support.

(ii) **Appropriate technology** – whether the technologies applied by the project can or should continue to operate in the longer run (eg. availability of spare parts; sufficiency of safety regulations; appropriateness to local capabilities for operation and maintenance).

(iii) **Institutional and management capacity** – the ability and willingness of the implementing agencies to continue to deliver project services beyond the period of donor support.

(iv) **Economic and financial viability** – whether the incremental benefits of the project outweigh its costs and the project represents a viable long-term investment.

(v) **Community participation** – the extent to which the needs of all beneficiary groups will be addressed by the project and the effect this will have on the distribution of benefits in the longer term.5

(vi) **Environmental protection** – the extent to which the project will preserve or damage the ecological environment and therefore support or undermine achievement of longer-term benefits. These factors are assessed in terms of their probability and significance in the same way as external factors (using the algorithm), either being discarded as unimportant, included as assumptions in the (Brundtland, 1987, and GRI, 2000)

2.3.2 Community Participation

Paul, (2007), define "Community Participation" as the active process of involving the project beneficiaries and other affected parties (stakeholders) in all stages of project cycle management. Toker (2007) and Hamdi (1991) defined participation as the process of involving people, professionals, families, community groups and government officials in social and physical development of the environment they live.

Relating it to power and decision-making, Arnstein (1969) defined it as redistribution of power to enable the have nots, who are often excluded from political and economic processes, to take part in determining how information is shared; goals and policies, are set; resources are allocated; programmes operated. Further, in his paper ladder of citizen participation, Arnstein identified eight levels of participation namely

manipulation, therapy, informing, consultation, placation, partnership, delegated powers and citizen control.

These are further grouped these into three main categories as illustrated in Figure 2.1 below.
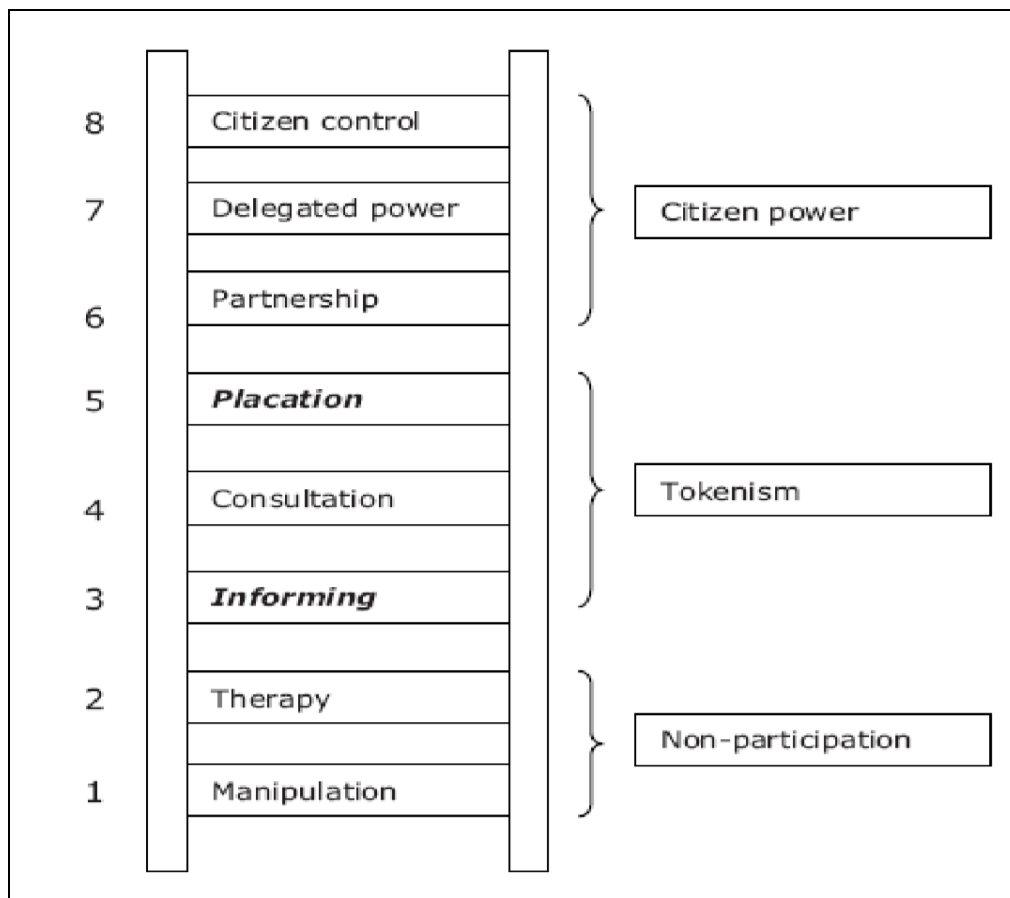
Figure 2.1: The Community Participation Ladder

Source: Arnstein, (1969)

The community participation theory (CPT), indicates that, for development projects to be meaning and hence sustainable, community members (project beneficiaries), should be involved (participate) through the most three top most positions in the participation ladder i.e. partnership, delegated power and citizen control (Arnstein,

1969 and Toker, 2007). When project beneficiaries are involved in the higher levels of participation in the participation ladder, it becomes clear for the project deliverables to display elements of empowerment, which entails building beneficiary capacity, increasing project effectiveness and efficiency as well as enhancing project cost sharing which is vital for the sustainability of the development project.

2.3.3 Community Capacity Building (CCB)

Capacity building in community development projects is very important ingredient for the sustainability of the project benefits. Project beneficiaries ought to have capacity in terms of technical knowhow, managerial capacity and financial capacity, so that the withdrawal of funding partners may not frustrate the performance of the project. Technical capacity building refers to the transferring technical skills and technologies associated with the running of the project from project managers to the project beneficiaries. This transfer should be done in such a way that, if the skills and technologies are highly sophisticated and complex, they should be translated to the appropriate capacity that, local community members (project beneficiaries) can manage and handle.

Managerial capacity is another ingredient for community capacity building process, which entails about training project beneficiaries the management styles that are user friendly and which ensure exhaustive participation of all project beneficiaries especially the marginalized groups such as women, children, elderly and people with disabilities.

There are four distinct organizational management styles that have a strong influence on how project are managed; these styles include,

- Autocratic

- Paternalistic

- Democratic

- Laissez-faire (Bell, 2007).

Autocratic or authoritarian, the manager makes all the decisions, keeping the information and decision making among the senior management. The communication involved with this method is mainly downward, from the leader to the subordinate. This style is always in hostility to the project sustainability as it keeps many things confined to the project leaders/donors, while leaving project beneficiaries ignorant of essential information related to the running of the project (ibid).

Paternalistic form is a style where the manager makes decisions in the best interests of the employees rather than the organization. As in the case of autocratic style, the essential information about the project is not shared to all other stakeholders. Although the project leader makes decisions that favours the other stakeholders, but the actual interest of the beneficiaries are unlikely to be reflected since they do not have opportunity to share their views (Philips, 2002 and Bell, 2007).

Democratic style is one where the manager allows the beneficiaries to take part in decision making, where everything is agreed by the majority. This style is

particularly useful when complex decisions need to be made, and project sustainability is guaranteed because every partner knows everything and is responsible for every decision made due to adequate participation in the process. This management style is what is desired in running community development projects (Bell, 2007).

Laissez-faire style, the manager's role is marginal and the employees manage their own areas within the project; the manager evades the duties of management and uncoordinated delegation occurs. This style brings out the best in highly professional and creative groups of employees, however in many cases it is not deliberate and is simply a result of poor management. This leads to a lack of staff focus and sense of direction, which in turn leads to unsustainable project benefits to development stakeholders (ibid).

2.4   Empirical Review

Community development project has been undertaken for decades in developing countries, as an intervention strategy towards socio-economic problems that confronts the people especially in rural communities, who have been experiencing much suffering for a very long time (Kaufmann *et al*, 2005). Substantial efforts on intervening community problems in developing countries, have been recorded take its speed especially from 1960s (ibid). The World Bank and other development partners invested much funds for intervening community problems in all sectors including health, water, education and hunger.

2.4.1 Operational Performance of Development Projects

In 1960s, most of the development projects were initiated and implemented by the funding organizations in collaboration of governments of the developing countries where development aid was sent (Bushe, and Marshak, 2009). Funding of the projects were not a problem because before the launching of any project, thorough assessment had to be done by technocrats who could identify social problems based on their perceptions when they were visiting to the areas of domicile for the community members. Community development projects like water supply, construction of schools, health facilities (hospitals, health centres and dispensaries) were implemented very well, since pre-calculated funding were given based on the budgetary allocation for each project. Although funding was assured, but community members themselves, developed a sense of complacency; due to overdependence on the development aids that were provided by the donor organizations (Drath et al, 2008).

2.4.2 Major Constraints of Project Performance

The major challenges that were noted during massive funding of community development projects backing in 1960s, were lack of a sense of ownership over the projects, less commitment of community members in supporting project costs especially after the withdrawal of the funding partners (Docherty et al, 2002). Lack of a sense of ownership were experienced because donor partners used to provide everything required for the implementation of those projects, even to the project costs which could be covered by community members themselves through in-kind

contribution such as offering their labour power. The problem of less commitment among community members over the projects were highly influenced by their zero contribution over the projects (Drath et al, 2008 and Kaufmann, 2005). In Tanzania there were many projects especially water supply which were implemented in different rural areas of Tanzania, but some people used to dig up and uproot the water pipes and even destroy community water points; and experience which was witnessed in Zanzibar and in many other parts of Tanzania mainland (URT, 2002)

2.5   Conceptual Framework

The sustainability of community development projects implemented in the communities can be identified by using different indicators. This study focused on the three major indicators, which include the capacity of community members in managing those projects, the extent at which community members participate in both planning and implementation of the projects and the perceptions that community members have on the development aid given by project donors.

The community development project said to be sustainable if the community members who are the project beneficiaries, have been given the capacity to manage the development initiatives on their own. The management capacity in this context was regarded as technical capacity, managerial capacity and financial capacity. In this regard therefore, if the community is seen to lack of these capacities, the project in question is said to be not sustainable in the community for which it is implemented for.

Community participation was another indicator of sustainability for the development projects which are implemented in communities. When community members were

actively involved in both planning and implementation phases, it assures
sustainability of the project because people's ideas and interests were incorporated in
the projects. When project beneficiaries were not involved during the planning phase,
their ideas and interest were excluded in the project and hence the chances that they
own the project was very minimal and the project was likely to be unsustainable.

The perceptions of community members on the development aid given by project
donors was very important for the sustainability of the project. If people's
perceptions shows dependence mind on the development aid, the development
project in question was unlikely to be sustainable, because once donor withdraws
from funding it, that would be the end of the project.
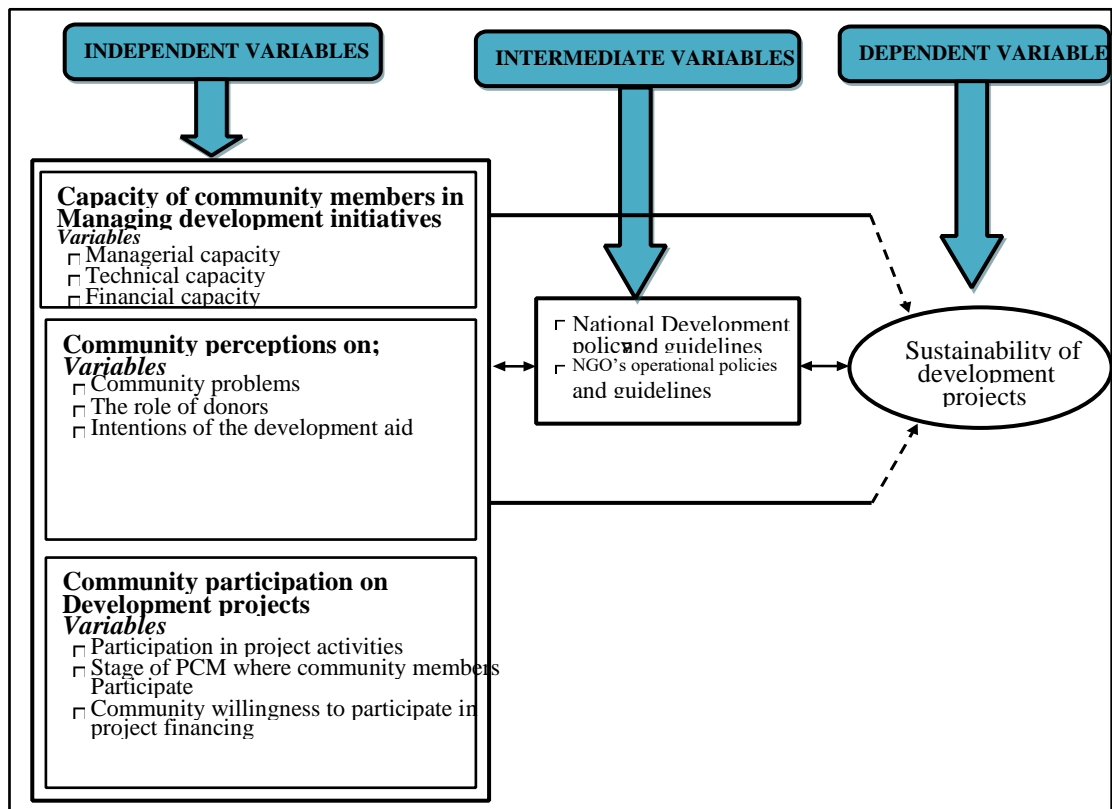
Figure 2.2: Framework showing Conceptual Relations of Different Variables

2.6   Research Gap

Many studies have been done trying to explain project management of development projects as well as sustainability of those development projects. The study done by Ngwili, (2011) and Isaya, (2010) for example, focused on how community members benefited from the donor funded projects, and its implication on the community capacity in initiating new development initiatives. Other scholars studied operational feasibility of development projects in the context where there is social unrest. Furthermore, Westland, (2003) conducted a study which were assessing factors influencing misappropriation of development aids in rural communities while Winder, (2009), conducted a study which analysed the policy framework and their contribution on project sustainability.   Sustainability factors for any development project are numerous, since the study done by Woodley, (2008), assessed the contribution of policy frameworks, this study will supplement the findings obtained by these previous studies by trying to asses factors other than policy framework and their contribution to the sustainability of community development projects in Singida Region.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Research Methodology

This chapter describes methodological approach designed to carry out this study in selected study areas. The chapter is further divided into sections namely research design, study area setting, and target population, sampling procedure and data collection procedures.

3.2   Research Design

This study deployed Case Study as a research design because it was suitable for an in-depth investigation of sustainability of donor funded projects within Itigi district. Islam & Aldaihani, (2022) defines case study strategy as the research strategy, which allows an in-depth analysis of the research problem within a limited time as everything pertaining to the study is done under a particular location point. The university of southern California further asserts that, case studies helps a researcher to deeply investigate a particular phenomenon (research problem) rather than sweeping statistical survey, which is often used to narrow down a very broad field of research into one or few easily researchable units. Since the researcher for this study had a limited time, and study cases (NGO) funded projects) were located within the reachable geographical boundaries, then, case study research strategy was the best approach for this study since case study design was good for describing, comparing, evaluating and understanding different aspects of a research problem (Hoadley & Campos, 2022).

3.3   Study Area / Settings

This study was conducted in Rungwa and Idodyandole wards which are in Itigi district. The selection of these wards follows the fact that NGO funded projects have been implemented over the years which implies that, these wards are likely to be rich in information regarding sustainability of NGO funded projects.

3.4   Target Population

The targeted population were households from the two selected wards, which were benefiting from NGO funded projects (USAID-Water projects and The Coca Cola Foundation (TCCF) through their Water and Development Alliance (WADA) (Installed Solar Panels and other Infrastructures at Rungwa and Idodyandole. The population for Idodyandole was 3601 households while those of Rungwa was 3962 households. The total population for the two Wards were therefore 7,563 households.

3.5   Sampling and Sample Size

Both probability and non-probability sampling techniques were used in selecting the sample for this study. The study employed both probability and non-probability to provides strong statistical inferences about the whole group of the individual and allowing easily in data collection (Greenland, 2022). Purposive sampling technique was used as non-probability sampling technique in selecting key stakeholders like project officers, ward and village leaders. Purposive sampling was also used to select the two Wards, which seemed to be rich in the information sought for this study. Simple random sampling was used as probability sampling technique in selecting individual household where the representative of the household was

interviewed. proportional sampling technique was used to calculate relative sub samples from each of the two selected wards to get a total of the sample size of the study. The proportional sampling was done by considering the population of households present in each Ward.

This study used cluster sampling where each of the two selected villages from two wards, formed an independent cluster. The sample size was drawn using a model proposed by Yomane, (1967), which shows the following relationship.

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

Where

N = population size/estimated population size n = sample size e = confidence interval (10percent)

Then from the given model, a sample size from each cluster was obtained by substituting the information from each cluster to get the sample size as follows;

The sample from Idodyandole cluster was

From $n = N/(1+Ne^2)$

$n = 7563/[1+7563(0.1)^2]$

$n = 7563/1+75.63$

$n = 7563/76.63$

$n = 99$ households

The sample of 99 households was picked proportionally from each of the two selected Wards as follows

- In Idodyandole, the sample size will $3601/7563*99 = 47$

- In Rungwa, the sample size will be $3962/7563*99 = 52$

3.6   Data Types and Sources

The *primary data* are first-hand information (data), which are collected afresh and for the first time, and thus happen to be original in character. While secondary *data,* on the other hand, are those, which have already, been collected by someone else and which have already been passed through the statistical process (Kothari & Garg, 2014)- Both primary and secondary data were collected; where primary data was collected from primary sources, (in this case it involved household heads or their representatives from each the sampled households) and secondary data was collected from secondary sources (Documents from project officers, project coordinators and from internet sources).

3.7   Data Collection Methods and Instruments

Data was collected by using interview, observation and focus group discussion as methods for data collection. In interview method, questionnaire was used as data collection tool, while in observation and focus group discussions, documentary review and checklists were used as a tool. Interview is the method of data collection, which involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses; and it was used through personal interviews and, if possible, through telephone interviews (Kothari, 2004).

Observation is another method of data collection, which involves systematic looking and recording of important observable data, which are useful to the research study (ibid). Focus group discussion on the other hand, is a method similar to interview, but it involves a researcher and a group of respondents who discuss together under the guidance of the researcher, Documentary research is often conducted by social

scientists to assess a set of documents for historical or social value, or to create a larger narrative through the study of multiple documents surrounding an event or individual. Documentary research is often related to Content Analysis research methodologies.

3.8   Data processing, analysis and presentation

Data analysis is the process of discussing an issue in relation to an objective in order to find a solution (Donoghue, 2018). Data analysis clarifies concepts and processes employed to arrive at the desired result. The data was cleaned before analysis to check for missing values, outliers, and normality. The study deployed descriptive and inferential statistical by describing different variables such as those related with respondents" socio-economic conditions. The analysis was computed by using IBM -SPSS Version 26 computer software where both descriptive and inferential statistical methods was applied in data analysis.

3.9   Data Quality Control

3.9.1 Reliability

Reliability entails the consistency of the results in different time and by different Researcher (Kothari, 2004). In this study, information reliability was ensured by gathering similar data from different respondents (information triangulation), which helped to reduce the chances of having biased information. In addition to that, pre-testing of the data collection tools also has been done to check the consistence of the tool with the intended purposes. Pre-testing of the data collection tools also helped

the researcher to familiarize with the study environment so that relevant data were collected during the actual data collection exercise.

3.9.2 Validity

Validity simply means the accuracy of the measurement. Therefore, the researcher assured validity of the information by gathering information from the people with knowledge, understanding and experience of situation to be investigated. In this study, therefore, the information collected from households benefited from NGOs" funded projects. More importantly, to enhance the validity of the information to be collected, the researcher stated the purpose and objectives of the research plainly to the respondents before starting the interview process.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1   Introduction

This chapter is divided into four main parts. The first part describes the characteristics of respondents and their relationship to the study, the second part discusses the assessment done on the Capacity of community members in managing development initiatives. The third part is centred on the Community perceptions on development aids and the last part gives a discussion on how community members have participated in the development projects. All these parts, presents the major findings of the study and describe those findings in line with specific objectives and the theoretical concepts discussed in chapter two.

4.2   Respondents' Characteristics

The respondents for primary data in this study were household heads or representatives of the household heads who are involved in urban crop farming or households, which are in close proximity to the cropping land. The characteristics of these respondents are explained with respect to their age, marital status, education level, and occupation and household size

4.2.1   Respondents Age

Respondents" age was one among the variables studied by this study. Respondents who provided primary data for this study were representatives of the household who were either household heads or any other trusted member of the respective household. Respondents were asked to state their ages to the interviewer (researcher),

and for those who were not able to determine their ages, the researcher helped them through tracing on the historical events of life. This was in line with Mahanga, (2002), how researchers should assist their respondents when failed to state or guess their age. The study found that all respondents were aged above 26 years. This result suggests that the information collected from these respondents were correct and relevant because at this age, human beings are believed to have attained full developmental stages including physical, cognitive, social, emotional, and personality development (Piaget, 2004). According to Piaget's observation, a person whose age is above 18 years is capable of giving relevant information related to a certain phenomenon, which is within the range of his/her framework of understanding. Therefore, since the respondents consulted by this study were older than 18 years; this indicates that the information collected from them about sustainability of development projects have are relevant. The table 4.1 below shows the distribution of respondents according to their age groupings.

Table 4.1: Distribution of Respondents According to their Age

Age	Rungwa		Idodyandole		(Rungwa +Idodyandole)	
	Rrespondents	**%)**	**Rrespondents**	**%**	**Rrespondent**	**%**
26-35	18	34.62	24	51.06	42	42.42
36-45	20	38.46	23	48.94	43	43.43
46-55	14	26.92	0	-	14	14.14
above 56	0	-	0	-	0	-
Total	**52**	**100.00**	**47**	**100.00**	**99**	**100.00**

Source: Field Data, (2022)

4.2.2 Respondents' Education Level

In exploring about the respondents" education levels, respondents were asked to give their highest level of education attained up to the time of field survey for this study. The study results revealed that respondents were distributed across all the education levels ranging from informal education to the collage/university education. The results further reveal that over 50 percent of all respondents had attained up to the basic education i.e. primary education and the rest had attained other higher levels. These results concur with the national census report of 2012 which showed that majority of Tanzanians especially those living in rural areas have either not attended any formal education or have attained primary education (URT, 2012) which is comparable to the table below. The coverage of respondents in all the education levels increases the reliability of information collected as they depict the views from people of various education levels who are by implication have various perspectives on the sustainability of development projects.

Table 4.2: Distribution of Respondents According to their Education Levels

Respondent's home origin	Number and percentage of responses					
	Informal education	primary education	ordinary secondary education	collage/ university	Total #	%
Rungwa	3	21	27	1	52	63.7
Idodyandole	17	18	10	2	47	36.3
Total #	**20**	**39**	**37**	**3**	**99**	**100**

Source: Field Data, (2022)

4.2.3 Respondents' Sex

The assessment of respondents' sex was done following the fact that development projects have various impacts to different gender groupings (Samuel, 2013; Kabeer

& Subrahmanian, and 1996 Moser, 1995). The study found that over 70 percent of respondents were men and the rest proportion was for female respondents. This observation can be compared with the traditional values for Singida residents where the household head has always been fathers and not mothers. Since the sampling units for this study were household heads, this finding is not a surprise as it reflects what was expected. The women presented in the table below (27%) represents the either the female headed household or families whose household head could not provide information and assigned such responsibility to a female household member to provided information inquired by this study

Table 4.3: Distribution of Respondents According to their Sex

Respondents' home origin		Respondents' Sex		Total	
		Male	**Female**	**#**	**%**
Rungwa		24	28	52	52
Idodyandole		27	20	47	47
Total	**#**	**51**	**48**	**99**	**100**
	%	**51**	**48**	**100**	

Source: Field Data, (2022)

4.2.4   Respondents occupation

The assessment of respondents" occupation revealed that most of the respondents (over 80%) were peasants and businesspersons and the rest were employees. Rungwa and Idodyandole being part of rural areas of Tanzania has displayed similar situation that is depicted by other rural areas of Tanzania where it has been reported by the national census report that, over 75% of Tanzanians are mainly farmers who practices peasant farming as well as get engaged in some petty business (URT, 2012). Respondents" occupation was considered an important aspect to consider in

this study because the development projects that were undertaken in these two villages had various implications to different people especially those from different occupations. It came into the researcher's mind that it was worthy involving people from different occupational background so that the feeling of each individual about projects" sustainability may be captured.

Table 4.4: Respondents' Distribution According to their Occupation

Respondents' home origin		Respondent's Occupation			Total	
		Peasant	**Business**	**Employment**	**#**	**%**
Rungwa		27	21	4	52	63.7
Idodyandole		18	20	9	47	36.3
Total	**#**	**45**	**41**	**13**	**99**	**100**
	%	**45.5**	**36.4**	**18.1**	**100**	

Source: Field Data, (2022)

4.3   Capacity of Community Members in Managing Development Initiatives

The capacity of community members (who are the beneficiaries of development projects) is one of the sustainability indicators for community-based development projects (SNV, 2012). Sustainability in any development project is said to be measured in two aspects namely; environmental sustainability and social sustainability (Docherty *et al*, 2012). Environmental sustainability is an indicator which measure the extent at which development project has interfered the ecological systems in the environment; while social sustainability is an indicator which assess the extent to which the project outputs have liberated people's capacity (in terms of financial capacity, managerial and technical capacity), their perceptions and participation in order to handle the project operations even after the withdrawal of supporting partners and hence continue to enjoy the fruits of the project in perpetuity (ibid).

In this line of conception for project sustainability, this study went deep to find out the extent at which community members in the selected villages (Rungwa and Idodyandole) are capable financially, technically and managerially to carry out the projects that have been implemented in their localities for a couple of years now.

4.3.1 Managerial Capacity

In assessing the managerial capacity of beneficiaries, this study used a water supply projects as a case to examine the extent at which beneficiaries have acquired managerial capacities to carry out the project operations after the withdrawal of external supporters. This project was aimed at challenging female students to understand and demand for their rights to quality education.

According to the design of this project, students were being reached out by project officers who were operating like a group of activists devoted into helping young girls to demand for their rights to quality education. In this regard, the study examined the level at which female students in the targeted schools had the right understanding about the project by asking them to explain exactly what were the major intentions of the project and the results were as shown in the Figure 4.1 below.
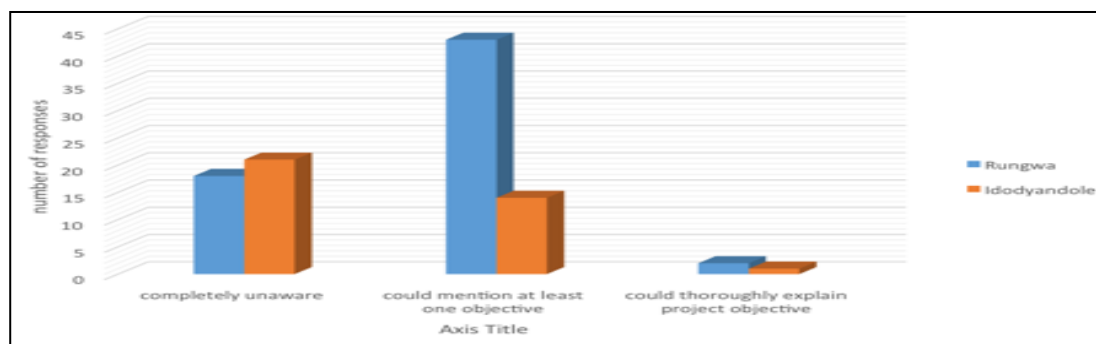
Figure 4.1: Respondents' Awareness about the Project Objectives
Source: Field Data, (2022)

It can be noted from the bar chart above that about 39 respondents (equivalent to 39.1 percent) were total un aware about the existence of the project, and only 3 (3.1%) could precisely explain the project by describing all of the project objectives while the rest (over 50 percent) could hardly tell at least one objective of the project. The implication of this result is that many people in the study area (over 90 percent, which include those with little or no awareness of the project) are incapable to manage the project in their own if they are given opportunity to do so by the currently supporting partners.

According to Zawiyah *et al*, (2010), managerial capacity for anything should be examined on the extent at which the manager is aware and competent for the thing in which management is sought for. In addition, Yeo, (2007) stresses that the managerial capacity of a manager will not be beyond his/her understanding framework of the managed organization. When we borrow from the standpoints of Yeo (2007) and that of Zawiyah *et al*, (2010) it is arguable that managerial capacity of the community members in the study cases (Rungwa and Idodyandole) to carry out the project after the withdrawal of project supporting partners is questionable. Another assessment that was done to examine the managerial capacity of project beneficiaries was based on the number of trainings that were attended, where the study revealed that none of the community members attended in any training, which was, conducted officers for this project. The researcher further decided to approach female students who were among the primarily targeted groups of the project and found that over 70 percent have ever attended some trainings provided by the project although they could hardly explain about project approaches.
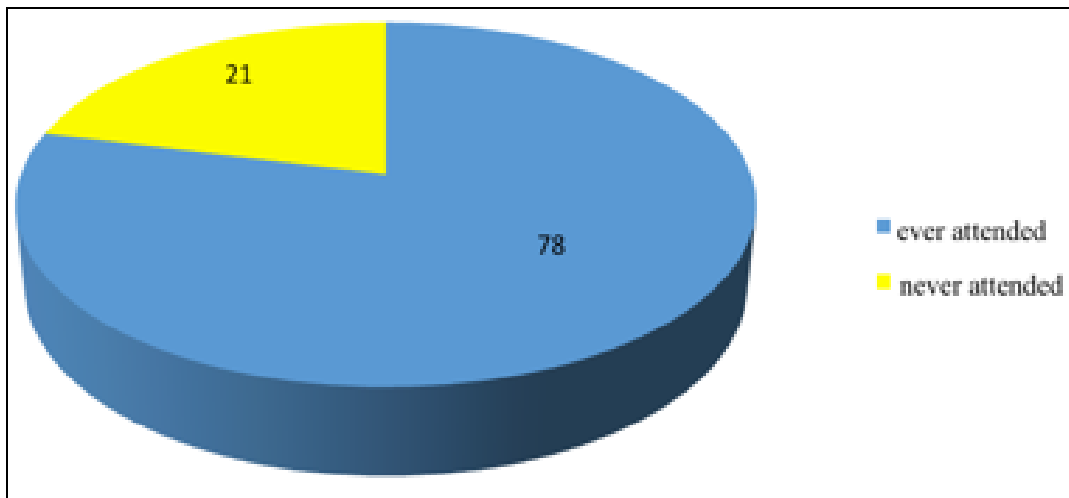
Figure 4.2: Female Students' Attendance in the Projects Trainings

Source: Field Data, (2022)

The results shown in the pie chart above communicates that there has been some trainings that were conducted in schools and a significant number of female students (over 70 percent) reported to have attended the trainings. The attendance of girl students in project's trainings imply that project officers got an opportunity to meet with the beneficiaries and at least imparted some knowledge about the project intention. Although the relevance of knowledge impacted could not easily be measured by the researcher, but logical arguments could be drawn from the knowledge possessed by beneficiaries where the assessment showed that significant number of them could hardly explain about the project and its intended objectives of liberating girls and women in general to demand for their rights including the right to quality education. More of the assessment of the reliability and quality of training provided has been discussed more on the sections describing technical capacity of community members in running the project.

4.3.2   Technical Capacity

The technical capacity was assessed by using checking the skills possessed by the project beneficiaries on issues related to the general management of the project operations. The skills assessed to the beneficiaries of the water supply projects were skills related to the legal proceedings, lobbying and advocacy as well as fund raising skills which are very key if the management of this kind of project is intending to be successful (Yeo, 2007). The skills related to legal proceedings were determined as important aspect in technical capacity for project beneficiaries because one among the core functions of this project was to hand court cases that could result from the demand of rights to quality education for girls in the study case. This role was bestowed to some project staffs who had judicial backgrounds (lawyers).

The intention of assessing the skills related to judicial proceedings had an intention to assess the extent to which community members could replicate the project results even after the withdrawal of supporting partners. The assessment about this aspect examined the number of targeted beneficiaries with judicial background and found that respondents were not only lacking judicial professions but also there were a very limited number of respondents who had even attained a collage/university education who were less than 8 percent of the total respondents (refer to the table explaining the distribution of respondents according to their education levels in section 4.1 above).

This result brought an idea into researcher's mind that lack of people among respondents with judicial backgrounds would not have been a big deal, if the project

had a strategy of nurturing girl students to aspire for judicial profession. Such that when they get into that level, they might come back helping their girls with any court case that would arise, as a result of executing water supply projects in the study area. Lobbying and advocacy skills were considered important predictors of technical capacity for this project as it helps in mobilizing women to join hand and operate in a solidarity way for the endeavour of demanding for various women rights including the right for quality education.

In addition, lobbying and advocacy skills helps in facilitating the process of pursuing and winning consent from men so that they may join hand in the campaign of demanding for women rights in the community. Ngwili (2011), argued that, in any endeavour that intends to seek the rights of any social grouping in the community, lobbying and advocacy skills are paramount especially for the project movers, as it will help them bring people with the common interest together and create a sense of togetherness in accomplishing common vision. Moser, (1995) also observed that the demand for women rights in any society will seldom achieve its goals unless men are fully involved in the process, because they are important agents of change for any cultural change that a community may desire to experience. When considering the argument of Moser, (1995) we can realise that, lobbying and advocacy skills are very important for projects like water supply projects that have a nature of seeking consent of some groups like men in the community; as it will significantly contribute getting men in the project and hence facilitating the process of enhancing a community where justice and dignity for all gender groups is the order of the day throughout the life of mankind.

4.3.3   Financial Capacity

Assessment of financial capacity was done by examining financial gains that a project is ripping, Fundraising skills possessed by the community members and their willingness to support the project especially after the withdrawal of funding partners of the project. When the study examined the financial gains brought by this project, it was observed that the project was totally non-profit making; rather it was providing service to the community by advocating for the demand for the rights of girls to quality education.

In this regard therefore, the only financial source for this project was donors and the support from other people who could feel willing to support girl students. Since the financial resources solicited by this project were not certain (depended solely from external supporters), the study found that financial support to the project had inconsistent and irregularly flow of income as the line-graph below shows over the different funding phases in which the project was receiving funds.
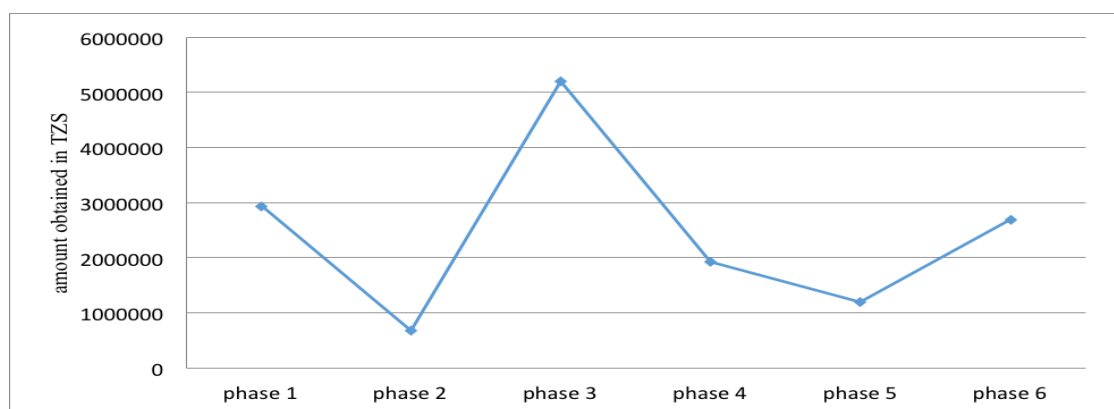
Figure 4.3: Amount of Financial Resources Solicited from Various Sources

Source: Field Data, (2022)

Financial flow of the project displayed in the line graph above demonstrates an irregular trend of cash inflows to the project. This pattern signifies that the sources from which this project was funded are not only inconsistent, but also unpredictable. This truth was confirmed by the project officer when she was responding to the question posed by the researcher asking about the funding sources; and she said as follows;

When implementing this project, we were highly challenged by financial resources where the project could seldom receive funding as per the requested budget.

As she explained about this she provided some statistical figures (which were used to plot the line graph above) which demonstrated what was presented by her as she kept on explaining the financial positions of the project over the various funding phases.

The theory of sustainability especially through its model which describes sustainability of community development projects asserts that; for a project to be sustainable, it should be customised such that, funding for smooth running of a project is reliable, adequate and regularly provided to avoid hampering the projects activity plan (Bell, 2007). Taking the conception of this theory into the context the results obtained from this study; it can be deduced that the sustainability of this project is questionable as it has shown all the symptoms of un-sustainability in terms of financial inflows, which is key to the project implementation. Having seen the financial situation of the project from the perspective of external supporters, the researcher decided to assess the internal capacity of the target population to see if they were in a position to financially support the continuity of the project especially after the withdrawal of the funding partners. The information about financial

capacity was obtained by asking the respondents how much they would be willing to support project implementation and the results were as shown in bar chart below
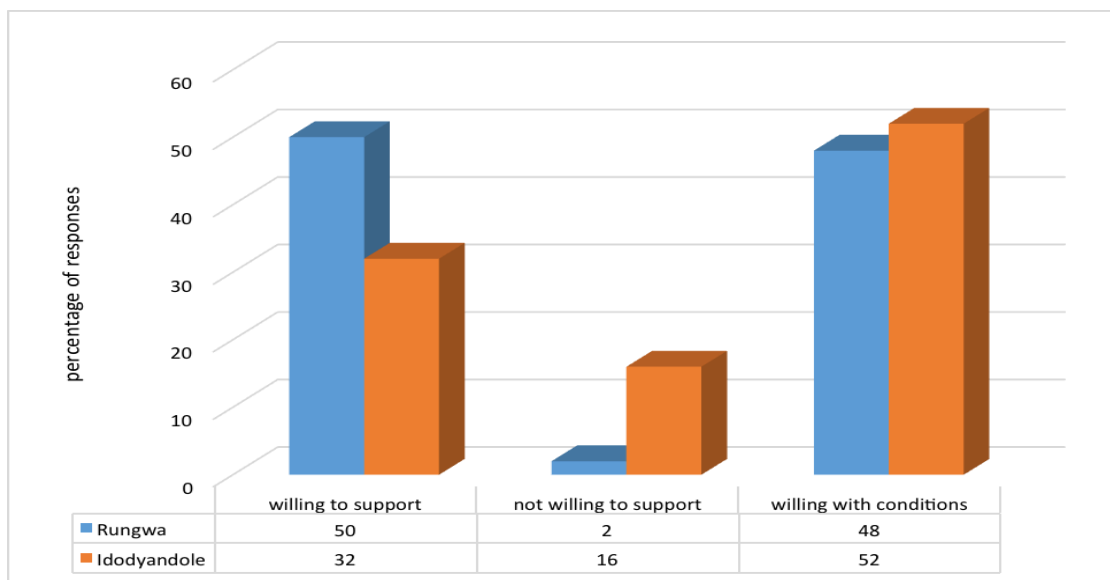
Figure 4.4: Community Willingness in Supporting Development Projects

Source: Field Data, (2022)

It can be seen from the bar chart above that many people (over 50 percent) from each village were willing to support the project activities so that it may continue delivering the admired outputs. The study results further displays that, among these people who seemed willing to provide financial support to project, some of them reported to be willing but under some conditions which if fulfilled, they would be ready to offer their support (more can be seen in the table above). The response given by such respondents (those who imposed some conditions for offering their support) instigated the researcher's mind to think further and interrogated some of them so that they could explain more about their decision. The responses given by two respondents who were interviewed are as quoted below

Providing support to the community development projects like water supply project requires that an assurance of my girls to be guaranteed lest I west my resources in vain and the chance for further studies being given to others who even

Another respondent gave his argument based on his feelings toward this process and explained the situation as follows.

I am a man who is living here at Rungwa with my siblings. I want to submit to you that many of development projects that been operating in our village have been doing pretty fine with an exception of some few project whose officers have been noted to misuse project finances without focusing on relevant issues related to project operations. The behaviours demonstrated by such kind of project officers gives me worries that if I offer my financial resources without knowing the credibility project officer, I may end up wasting my finances in vain.

The description given in the two quotes above reveals some other aspects of sustainability that could easily be overlooked if care was not properly taken to follow the feelings of respondents. The general implications about the information given by these two respondents suggest that, something might have went wrong somewhere with regard to the way project officers have been handling project's financial resources. Nyerere argues that, "a person is able to inspire others up to the level that measures to the climax of his/her achievement (Nyerere, 1974). When we draw from Mwalimu Nyerere's observation, it can be argued that, when project officers are not properly handling resources well, it might be one among the reasons for discouraging collaborative support from other stakeholders especially project beneficiaries who are primary stakeholders of the project's goals. Therefore, if project officers are corrupt, it is not possible for them to nature community members to the extent of

running project operations in their absence just as per Mwalimu Nyerere's arguments.

4.4 Community Perceptions about Development Projects

The perceptions of community members were assessed by examining the people's perceptions about the development projects with respect to community problems, people's perceptions about projects with respect to donors" role, people's perceptions about projects with respect to community roles as well as people's perceptions about projects with respect to intentions of the development aids.

4.4.1 Perception with Respect to Community Problems

The researcher collection information about the perceptions of community members with respect to community problems for which projects were designed and the study results revealed the situation as presented in the table 4.5below:

Table 4.5: Perception with Respect to Community Problems

Perception aspect	Number of responses			
	Strongly agree	Agree	Disagree	Strongly disagree
Projects are meant to solve community problems	20	46	30	3
Projects are not meant to solve community problems	3	12	27	57
Projects are just ways of some other people to get funds	21	30	20	28

Source: Field Data, (2022)

The information displayed in the table above shows that over 60 percent of respondents do agree that development projects are meant to solve community problems and the rest does not agree. In addition, it can be observed from the table that over 80% of respondents have disagreed the perceptions that projects are not meant to solve community problems.

Furthermore, over 50 percent of respondents have disagreed with the perception that projects are just ways of some other people to get fund. The implication of this result is that, many people have the right understanding and perceptions about the fact that development projects have a primary goal of solving community problems. Samset (2006) argues that, clear understanding of the project among all stakeholders plays a significant role in ensuring project's sustainability, as it will help any stakeholder to undertake project operation even without the presence of others. Taking the arguments made by Samset into the context of this study, it can be argued that the fact that substantial number of community members has the right perceptions about development project with respect to community problem is an indicator of sustainability.

4.4.2   Perceptions with Respect to Donors' Role

Another aspect of perception that was assessed is the community perceptions about development projects with respect to donors'' role and the results revealed that about 70 percent of respondents disagreed the perception that Donors should take sole responsibility to support projects because projects belong to them, as they are the ones who designed it; and over 60 percent of respondents disagreed with the perception that Donors should take just a background role in supporting projects

because projects are there for community's sake. In addition, the result displayed that over 50 percent of respondents agreed with the perception that Donors should play an equal role as community members since they are partners in the process. The table below represents the details of the responses of respondents on various aspects.

Table 4.6: Perceptions with Respect to Donors' Role

Perception aspect	Number of responses			
	Strongly agree	**Agree**	**Disagree**	**Strongly disagree**
Donors should take sole responsibility to support projects because projects belong to them as they are the ones who designed it	11	18	40	30
Donors should take just a background role in supporting projects because projects are there for community's sake	25	20	43	21
Donors should play an equal role as community members since they are partners in the process	19	35	31	14

Source: Field Data, (2022)

The perception of project beneficiaries on the role of project donors is said to be on among the indicators of sustainability of community development projects (Chong *et al*, 2001). If the community members have the perceptions that donors are fully responsible to run the project from the beginning to the end, the sustainability of such project is likely to be in jeopardy. The data showed in the table above shows that some substantial percentage respondents (approximately 50 percent) have poor perceptions about project donors as they see funding partners to be fully responsible

in making sure that community development project are implemented from the onset to the completion time. This perception is a symptom of unsustainability because this mind-set will not allow community members to proliferate the fruits of projects and scale up the project to other levels after the lapse of funding from project donors.

2.4.3   Perceptions with respect to Intentions of Development Aids

The perceptions of community members about development aids was assessed by asking respondents to give their own opinions regarding perceptions they put over the intentions of development aids. As another aspect of perception, it was assessed among the respondents in the study areas. The results revealed that about 70 percent community members disagreed the perception that Development aid is a mandatory obligation for rich countries/organization to the poor communities. On the other hand, more than 60 percent of respondents disagreed with the perception that Development aid is sufficient to cater for the current and future needs of the community in question.

In addition, the statistics in the table shows that over 60 percent of community members who were asked about this aspect of perception agreed those Communities in which development projects are implemented should take a leading role to contribute for their own development. More details about the opinions of respondents on various perceptions related to development aid are shown in the table 4.7 below.

Table 4.7: Perceptions with Respect to Intentions of Development Aids

Perception aspect	Number of responses			
	Strongly agree	Agree	Disagree	Strongly disagree
Development aid is a mandatory obligation for rich countries/ organization to the poor communities	11	18	40	30
Development aid is sufficient to cater for the current and future needs of the community in question	25	20	43	21
Communities in which development projects are implemented should take a leading role to contribute for their own development	19	35	31	14

Source: Field Data, (2021)

The sustainability of development projects as far as the perceptions of community members on development aid is concerned; is such that the project is deemed un-stainable when community members perceive development aid as something that they deserve and have the right to only receive funding (Docherty *et al*, 2012). On the other hand, when community members will develop a positive mind and perceptions about development, which opposite of perception stated above, then the project will be deemed sustainable.

4.5 Community Participation in Development Projects

As it has been defined by Paul, (2007), "Community Participation" is the active process of involving the project beneficiaries and other affected parties (stakeholders) in all stages of project cycle management. Also Toker (2007) and Hamdi (1991) defined participation as the process of involving people, professionals, families, community groups and government officials in social and physical

development of the environment they live. Relating it to power and decision-making, Arnstein (1969) defined it as redistribution of power to enable the have nots, who are often excluded from political and economic processes, to take part in determining how information is shared; goals and policies are set; resources are allocated; programmes operated.

The study examined various aspects of community participation in order to ascertain the specific ways in which community members have been involved in the project design and implementation strategies. The respondents were asked a number of questions related to the various ways in which community members got involved in the process. The assessment checked various issues like community attendance in project activities, the stage of the project cycle management at which they were involved and community willingness to participate in project management.

4.5.1   Community Attendance in Project Activities

People's attendance in project activities were assessed by asking respondents to tell whether they have ever attended any meeting/workshop/training session that was conducted by any kind of project that has been implemented in their areas. The major emphasis on this question was especially on the recently implemented project called "my right my voice" where the assessment revealed that most of responses given were directed towards the implementation of this project.

The Figure 4.5 below shows the patterns of responses when they were asked to explain whether they have ever attended any meeting/workshop or a training

program conducted by project officers from one among the organizations that have been operating in the study villages for over 3 year ago.

	Ever attended	Never attended
Rungwa	53	10
Idodya	29	7
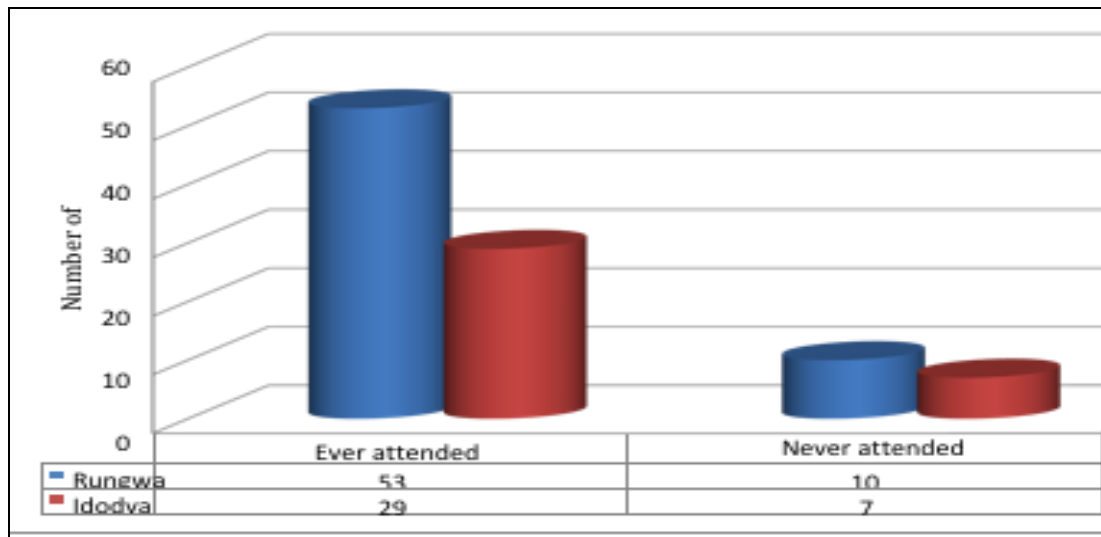
Figure 4.5: People's Attendance in Project Activities

Source: Field Data, (2021)

The information displayed on the bar chart above shows that there is a good number of people in Rungwa and Idodyandole villages who have at least attended a meeting/workshop or any kind of training convened and/or organised by any one of officers from the office of community development. The more the community members attending training workshops conducted by funding partners (project designers), the more sustainable the project is likely to become (Westland, 2003). The implication of the findings obtained from the findings as displayed on the Figure 4.5 above is that; since the attendance of the people in some meetings, workshops or training suggests that there is a symptom of sustainability which is based on the assumptions that their attendance in the meetings, workshops or training symposia

have implanted something that would help them in the future to run development projects when the current supporters have quieted from supporting the project. This assumption does not always hold water, since people's mere attendance in the meetings, workshops or other avenues does not guarantee project officers to properly delivery relevant materials nor does it guarantee participants to grasp relevant materials no matter the quality of the facilitator.

4.5.2 The Stage of Project Management at which Community Members were Involved

Project cycle management is the continuous process, which passes through various sequential stages namely project planning/designing, project implementation, monitoring and evaluation stage (Kerzner, 2011). Yeo, (2007) and Ngwili (2011) stresses that involvement of key stakeholders especially project beneficiaries in all stages of the project cycle management is very important, not only for successful implementation of the project, but also for the sustainability of that project. The UN-Habitat as the international organization that deals with settlement development has been frequently producing reports about city developments and their inevitable challenges. The UN-Habitat report of 2009 for example, it has highlighted a number of settlement development projects in various cities in the world and found that, most of such projects have seldom be successful where the major reason being lack of community involvement in all the stages of project cycle management (UN-Habitat, 2009). When the researcher was assessing the stage at which community members got involved in the project cycle management, the results revealed that over 90% of respondents were only be involved during project implementation stage and the rest

were involved during project evaluation while none of the respondents reported to were involved during the project design. The Figure 4.6 below shows how various community members were involved in various stages of project cycle management in the two selected cases of Rungwa and Idodyandole (Kihanju} village.
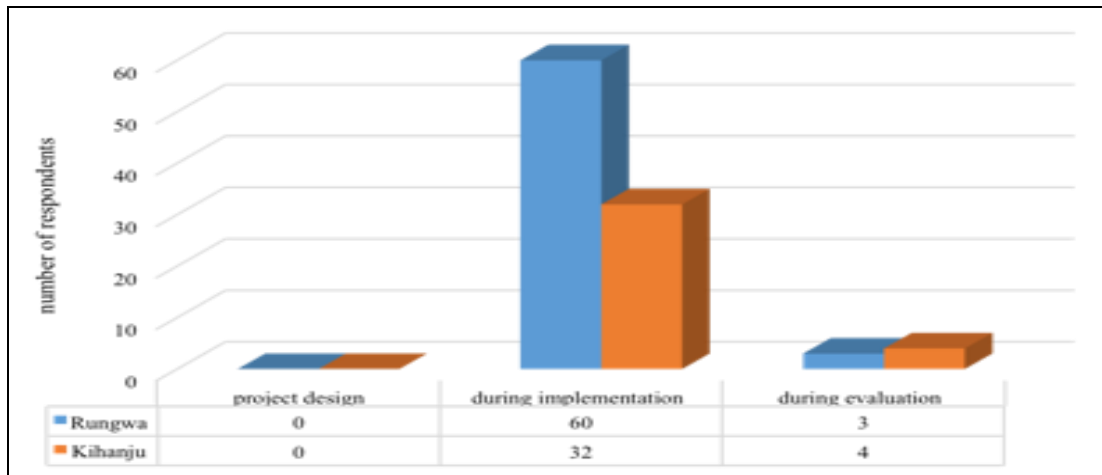
Figure 4.6: Community Participation at Various Stages of PCM[1]

Source: Field Data, (2021)

When the statistics shown in the bar graph above is interpreted concurrently with the Yeo"s and Ngwili's arguments (Ngwili, 2011 and Yeo, 2007) regarding project sustainability with respect to community participation, one can easily recognise that it is very impossible for a project such as this to be sustainable since the key stakeholders like community members have been left behind in some strategic stages like project design stage. The consequence of neglecting project beneficiaries in some stages of management of project cycle, has a serious implication in jeopardising the sustainability of that project especially when the founders and/or funding partners of the project withdraw themselves from the process. This is so

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[1] PCM stands for "Project Cycle Management"

because successful operation of the project activities requires a clear understanding of the project from its original source where it was conceptualized as well as to its finishing stages (SNV, 2012).

4.5.3 Community Willingness to Participate in Project Activities

Participation of community members is very important aspect in sustainability of development project as it has been noted by many project activists (SNV, 2012, Ngwili, 211 and Yeo, 2007). But it is also important to notice that successful involvement of community members in project activities is a twofold phenomenon, which encompasses the decisions of project officers to involve community members in one hand, and willingness of community members to get involved on the other hand. Having this understanding in mind, the researcher decided to assess the extent at which community members are willing to actively participate in various stages of the project cycle management.

Table 4.8: Willingness to Contribute to Project Operations

Respondent's home origin		Number and percentage of respondents who are willing to contribute to the project operations at various levels					
		0%-20%	21%-40%	41%-60%	81%-100%	Total	
						#	%
Rungwa		24	20	4	4	52	52
Idodyandole		9	18	9	11	47	47
Total	#	33	38	13	15	99	**100**
	%	**33**	**38**	**13**	**15**	**100**	

Source: Field Data, (2021)

It can be observed from the embedded table underneath that over 80 percent of respondents, although they showed willingness to participate in contributing for project implementation, but they are only willing to contribute t the project implementation at the extent, which does not exceed 40 percent of the project costs. The implication of these statistics is that, if any development project is initiated in these two villages, the possibility of getting people who may be willing to support the implantation of such a project is assured for all the people, but over 80 percent of the people will not be willing to offer any contribution which exceeds 40% of the total project costs. This result has another implication in that, since most community members (over 80 percent) are willing to offer contribution to the project, which does not, exceeds 40 percent, the parents.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1   An overview

This chapter presents the summery of findings, which are based on the objectives of the study, conclusions and recommendations based on the key findings observed during the field study. In addition, the chapter also presents some areas which calls for further studies; should one be interested to conduct a study in the similar field.

5.2   Summery of Findings

Sustainability of community development projects is one among the key indicator of a successful implementation of a project. The assessment of sustainability for this study was done in two villages namely Rungwa and Idodyandole where a number of community development projects have been implemented over the years now.   In measuring sustainability of community development projects, this study used a water supply as a focal element of study and it assessed several indicators of sustainability. The indicators of sustainability that were assessed include the capacity of community members in managing development projects, community perceptions about development aids and community participation in development projects implemented in their areas of residence. The study findings on each of the study objectives are summarised below;

5.2.1 Summery for the Findings about Objective One

The assessment of the capacity of community members focused on managerial capacity that community members were impacted, technical capacity to successfully

run development projects and financial capacity of implementing similar projects without the support from external sources. The study revealed the capacity of community members in these three aspects were seemingly inadequate to proliferate the project without the support from external sources.

In managerial capacity, it was found that over 40 percent of respondents could hardly tell what the project was all about. In addition, it was found that the project was not only designed to earn some cash inflows, but was not designed to provoke community members to consider soliciting some financial resources from their own confers. In technical capacity, the poor understanding about the project goals has an implication that substantial number of community members have no the necessary expatriates to run the project without the support from project designers.

5.2.2   Summery for the Findings on Objective Two

Community perceptions about development aid was examined by assessing community perception about development projects with respect of community problems, roles of donors and intentions of the development aid. The results revealed that may people perceived development projects as tools for intervening community problems which is the right attitude. In addition, the study found that many people perceived donor as the key stakeholders who have to take the sole responsibility of the project in all aspects; an idea which is very detrimental in sustainability terms. Also, the study revealed that many people perceive development aid are intended to completely solve community problems in perpetuity instead of solving the current problem and build community capacity to solve future problems on their own.

5.2.3   Summery for the Findings on Objective Three

The assessment about community participation in development project examined the extent at which community members were involved in various activities of the project; the level at which community members were involved during the entire period of project cycle management; and community willingness to contribute towards the proliferation of the project results to other areas or into another higher scale of operation. The results revealed that not many people were actively involved in the project activities.

In addition, the study also revealed that over 90 percent community members who are the primary beneficiaries of development projects were not involved during the project design phase. In sustainability terms, lack of community involvement during the project design stage implies that community members will not have clear clues about the project, and it will not be possible for them to operationalize it without the support of those who designed it.

5.3   Conclusions

The indicators for project sustainability that this study deployed to examine the extent at which community development projects implemented in the study cases; revealed that each indicator did not measure up to the required extent which guarantees projects" sustainability. The implication of these results is that the project, which was examined, has not been implemented sustainably. In addition, this may imply that, community members in Rungwa and Idodyandole are not capable enough to proliferate project results and/or scale up the project on their own

without the support from outside. This is due to lack of technical capacity, managerial capacity and lured mind that has resulted into negative perceptions they have developed on development aid.

5.4   Recommendations

Enhancement of community development in any society requires permanent and sequential interventions to community problems such that the solution to one problem will build confidence to the community in facing the upcoming problem. When this situation is achieved, a sustainable development is said to have occurred (Isaya, 2010). The permanent solution to community problems calls for the implementation of development projects, which upholds the values of sustainability of those projects.

Following the findings obtained from this study, the researcher recommends the following for enhancement sustainability of development projects.

(i)   Community members should be actively being involved during the project design for any community-based development project, as it will help to capture local opinions and experiences which are likely to increase feasibility and sustainability of the project. In addition, involvement of community members at this stage will act as capacity building to the community members so that they will develop proper managerial skills over implementation of development projects.

(ii)   The implementation of development projects that are not income generating should be designed in such a way that they promote community willingness to take a sole responsibility of in financing the implementation of the project.

This can be done by proper involvement of community members in the early stages of project cycle management, which will help internalize the project setup and hence implement it even after the withdrawal of the project donors.

(iii) Project officers should make sure that the help community members to develop appropriate perceptions about development projects and development aids provided to them in a manner that will help them realize the need for their active participation not only project implementation, but also financing the implementation of such development projects.

5.5 Areas for Further Studies

Following the observation and the experiences that was obtained from this study, the researcher has recommended some areas in which, further studies may be conducted to enrich and add more information on the knowledge base about this field. Those areas that are potential for further studies are as follows:

(i) *Sustainability of the non-profit making projects in the context of project financing indicators*. It was found that, one among the challenges for the project designers in guaranteeing consistent financing to the non-profit making projects especially after the withdrawal of funding partners/project supporters. The profit-making projects have seldom been found to struggle sustainable financing alternatives even after supporter have quitted from supporting the project in question.

(ii) *Challenges associated with community involvement during the project design stage*. This area is recommended for further study because, it was often be reported by some project officers that it is hard to have fully involvement of

local community members during the design stage of the project cycle management.

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APPENDICES

Appendix 1: Time frame/ schedule of the study

Activity	Time allocated for different activities					
	Months in 2014				Months in 2015	
	Apr - Jun	Jun- Sept	Sept - Oct	Nov- Dec	Jan - Febr	Mar
Developing research title in consultation with supervisors	■					
Developing concepts and theories related with the study	■					
Regular presentation of the proposal development process to the panels	■					
Developing final draft of the research proposal ready for data collection		■				
Field data collection to the area(s) targeted by the study			■			
Data analysis and interpretation			■	■		
Writing the chapter related with presentation and discussion of findings				■	■	
Developing final draft after consultation with the supervisor and						■
other related personnel						■
Submission of the final draft incorporating all the comments given						■

Appendix 2: Research budget

Budget category	Item description	Units	# of units	Unit cost	Sub total
Personnel Costs	Research assistants (DSA of 5000 per person) for 3 people during data collection	Days	14	15,000	45,000
	Researcher's meals and accommodation cost	Months	7	360,000	2 ,520, 00 0
Equipments and supplies	Rim paper	Bundle	4	12,000	48,000
	Flash disk 4GB	Stick	2	40,000	80,000
	Printing & photocopying				400,000
	Binding of the final draft	Books	5	10,000	50,000
Communication, travel and transport	Travel cost between Dom – Dar	Trips	5	35,000	175,000
	Field transport costs	Days	14	2,000	48,000
	Communication with the field assistants	Days	14	1,000	14,000
	Communication with the supervisor	Months	7	20,000	140,000
Honoraria	DSA for the Mtaa Executive officer	Days	7	5,000	35,000
	Refreshment drinks with Key informants	Days	5	10,000	50,000
Institutional fee	Fees for 2nd year				0
Grand total Research Cost					**3 ,605, 000**

Appendix 3: Questionnaire for household heads/representatives

Part A: respondent's identity

1. Area of residence *(1) Rungwa (2) Idodyandole* ….……………….…… [   ]

2. Age …………………………………………………………………….

3. Sex *(1) male (2) female* ……………………………………………. [   ]

4. Education level *(1) informal education (2) primary education (3) ordinary secondary education (4) advanced secondary education (5) collage/university.* …………………………………………………………………………..[   ]

5. Occupation *(1) peasant/farmer (2) businessperson (3) employee* …………………………………………………………..………... [   ]

6. Marital status *(1) married (2) widow/widower (3) separated (4) single* ……………………………………………………………………… [   ]

Part B: Community perceptions

7. In your opinion, do you think you are able to do development projects on your own without external support? (1) Yes (2) No ………………………….[   ]

8. If for example you are asked about any development project in your village like water supply, what proportion would you suggest as a contribution towards the project among you as community members and external support? Percentage of contribution from local community …………. percentage from other supporters …………………………………………………………….…………[   ]

9. Have you participated in any development project here in the village in which you provided your financial or in-kind contrition? (1) Yes (2) No ……………………………………………………………………. [   ]

10. If for example, an organization or a government come with some funds to support the implementation of any development project (say water supply), where you will be required to offer at least 50% of the project cost, are you willing to give it? (1) Yes (2) No …………………………………………………………….…………. [   ]

Part C: Community participation

11. Explain how did you participate in the development projects funded by NGOs during the early stages of planning phase?

    ………………………………………………………………………….

12. How did you participate during the implementation phase?

    ……………………………………………………………………………

    ……………………………………………………………………………

13. Were you asked to provide any financial or an in-kind contribution in the projects you have been talking about? (1) Yes (2) No ……………………. [   ]

Part D: Community capacity

14. Do you earn anything from the projects that are implemented in your area? (1) Yes (2) No …………………………………………………….……………. [   ]

15. If the answer in above is Yes, how much have you generated from the projects that were implemented by NGOs here in your area………………………………

16. How does the earning spend? (1) spent for the project (2) spent for other expenditures apart from sustaining the project ……………………………. [   ]

17. If you spend the income generated by projects, where do you get the income to run the project so that it continues to deliver intended results ………………….

18. Did you get any training on how to run the project? (1) Yes (2) No ……… [ ]

19. If yes, how many times and for how long have you attended training. Use the following table to answer this question

No	When (give the duration)	Type of skills got in the seminar	Frequency of training obtained
1			
2			
3			
4			
5			

20. Do you know the project officers who manage development projects in your area? (1) Yes (2) No …………………………………………………… [   ]

21. If yes, have you ever received any training on how to run those development projects in case they are not around? (1) Yes (2) No ……………………. [   ]

22. Do you think that you need to have project management skills? (1) Yes (2) No …………………………………………………………………………. [   ]

23. Explain further your answer above

………………………………………………………………………………

………………………………………………………………………………

Appendix 4: Questionnaire for Project Officers

1. What type of projects do you implement in Idodyandole/Rungwa? (use the table below to answer)

No	Project type	Start time	Finish time	Number of beneficiaries
1				
2				
3				
4				
5				

2. In each of the projects you have mentioned in the table above, show how much is provided by your organization and that part given by project beneficiaries

No	Project type	contribution from NGO	Contribution from project beneficiaries
1			
2			
3			
4			
5			

3. How can you explain further about the trend shown in the table above?

4. How did you involve community members during the planning and implementation stages of the projects you are implementing in Rungwa/Idodyandole? Involvement during the planning phase

………………………………………………………..…………………

……………………………………………………………………………

……………………………………………………………..…………

Involvement during implementation phase

……………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………

5. Have you ever given special training to the community members on project management skills? (1) Yes (2) No …………………………………….… [ ]

No	When (give the duration)	Type of skills provided in the seminar	Frequency of training obtained
1			
2			
3			
4			
5			

6. If yes, what type of training and the duration of those training that were provided to the community members (project beneficiaries)