INFLUENCE OF FINANCIAL RESOURCES, PROJECT MONITORING AND LEVEL OF COMMUNITY PARTICIPATION ON SUSTAINABILITY OF COMMUNITY BASED PROJECTS: A CASE OF MIRROR OF HOPE

BY

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AUGUST 2018
DECLARATION

DECLARATION BY THE STUDENT

This project is my original work and has not been presented for a degree in any other University

Signature………………………….. Date………………………….

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BDS/13/00098/2/2016

DECLARATION BY THE SUPERVISOR

This proposal has been submitted for examination with my approval as

University Supervisor

Signature………………………….. Date ………………………

Professor Elijah Mirwoba Siringi
THE MANAGEMENT UNIVERSITY OF AFRICA
DEDICATION

With great humility, I dedicate this research study to my dear husband Lazarus, for his support and encouragement
ACKNOWLEDGMENT

I am heavily indebted to several. My foremost indebtedness of appreciation is to my most cherished Husband, who has been my rock of strength and encouragement all through this onerous academic journey. Lazarus dear, you have been awesome. I owe you much.

My other equally huge indebtedness is to my peers and fellow students. Your comradeship and selflessness have been extraordinary. You have been readily available every time I solicited your support. May you receive double blessing from the Almighty One.

To you my ever-supportive supervisor, Professor Elijah Mirwoba Siringi, I am much obligated. Your unflinching guidance, patience and understanding are the main reasons I have been able to successfully complete this study within the required timeframe. I immeasurably appreciate you. I shall forever remain indebted to you. Thank you.

And to you my lecturers at Management University of Africa, I salute you all. You have adequately equipped and prepared me academically. I can now pursue my dream career with confidence. You gave much, you will receive much.

May God bless all of you in abundance and more than you ever imagined.
ABSTRACT

Community-Based Organizations (CBOs) play a significant role in helping their communities out of immediate social, economic and political problems. Their success stems from the fact that they are run and managed by their own. However there have been concerns regarding sustainability of projects implemented by most CBOs. Most CBOs collapse immediately when the main donor withdraws. The purpose of the study was to investigate the influence of financial resources, project monitoring and level of community participation on the sustainability of projects implemented by community-based organizations. The study organization was Mirror of Hope located in Kibera Slums in Nairobi County. Specific objectives were to; investigate extent to which financial resources affect sustainability of projects managed by Mirror of Hope; assess impact of monitoring on sustainability of projects managed by Mirror of Hope and; to assess the effect of level of community participation on sustainability of projects managed by Mirror of Hope. The study sought to answer research questions formulated alongside each specific objective. The study adopted design descriptive research design. Stratified random sampling method was used to select the sample from a target population of 46 staffs of Mirror of Hope. Data was collected using questionnaire and analyzed using descriptive statistics. Results established that financial resources, project monitoring and community participation influence sustainability of community-based projects. The study concluded there is a direct relationship between financial resources, project monitoring and community participation.
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<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CDF</td>
<td>Constituency Development Fund</td>
</tr>
<tr>
<td>CDFC</td>
<td>Constituency Development Fund Committee</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome</td>
</tr>
<tr>
<td>IFAD</td>
<td>The International Fund for Agricultural Development</td>
</tr>
<tr>
<td>M &amp; E</td>
<td>Monitoring &amp; Evaluation</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non–Governmental Organizations</td>
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<td>OVCs</td>
<td>Orphaned and Vulnerable Children</td>
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<td>Project Management Committee</td>
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<td>SWAP</td>
<td>Sector-Wide Approach</td>
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<tr>
<td>TOWA</td>
<td>Total War against HIV and AIDS Project</td>
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OPERATIONAL DEFINITION OF TERMS

Community based organization Not-for profit social group formed and managed by members of community

Community participation the levels of engagement by members of a social group in activities/projects that help alleviate their common problems.

Financial resources Funds available or accessible to CBOs to finance their social programs

Monitoring and Evaluation Regular gathering of information on every aspect of a project to gauge its performance and identify problem areas with a view to institute corrective measures.

Project sustainability the ability of a project to maintain and even exceed the delivery of promised benefits to the target beneficiaries
CHAPTER ONE
INTRODUCTION

1.0 INTRODUCTION

The discussion covers background information of how the success of projects implemented by CBOs is linked to monitoring, financial management and a myriad of other factors to be explored in the study. The problem of the study aims to unearth and provide the way forward as well as broad and exact goals to questions to be asked and the significance of the study and scope.

1.1 BACKGROUND

The number of Orphaned children has been on the increase ever since the onset of HIV/AIDS epidemic. According to reports by UNICEF, (2003), UNAIDS et al., (2004) and Bicego et al., (2003) the most affected are the developing countries especially in Africa. For every ten children in majority of these countries, one would most likely be orphaned very early in life (UNICEF, 2003). These reports paint a worrying picture as the situation is not likely to be reversed anytime soon (UNICEF, 2003).

Several initiatives have been launched to arrest this sorry state of affairs at global, regional and local levels. For instance, The United Nations General Assembly in June 2001 adopted a resolution on HIV/AIDS, which required all member countries to formulate policies and actions on HIV/AIDS. Specifically, there were three declarations addressing the plight of orphaned and vulnerable children resulting through deaths and incapacities by HIV/AIDS.
Following this declaration, many countries and organizations have since come up with projects and programmes targeting these vulnerable groups of the population. However, the impact of these interventions has not been fully felt. Programs and projects designed to address this challenge have failed to be sustainable in the long run. To mitigate this situation, there is a need to establish why programs designed to address the plight of orphaned and vulnerable children as a result of HIV/AIDS fail immediately supporting agencies withdraw.

Significant strides have already been made and various reasons have been advanced. These have ranged from inadequate resources, staff competencies, leadership and governance. Community inclusion in the arranging, plan, usage and running of the ventures has additionally been considered as a contributing component.

The question of sustainability of projects meant to benefit the less fortunate members of the society is of critical importance. For a long time, donors have channeled financial assistance to the orphaned and vulnerable groups through Government agencies and well-established Non-Governmental Organizations. According to Mulwa, (2010), there have been concerns on the utilization of these funds. Questions have been raised as to whether there is transparency and accountability in the management of donor funds meant to benefit OVCs. According to Mulwa, (2010), the impact of these funds has not been felt by the intended beneficiaries. It is also doubtful that large NGOs can effectively empathize with communities in the slums such as Mathare and Korogocho.

Communities in the informal settlements have unique needs and aspirations. Such needs are best understood by themselves and can best be addressed by one of their own. It is
this realization that gave birth to Community-Based Organizations (CBOs) as
development vehicles. They play a significant role in helping their communities out of
immediate social, economic and political problems. They act as voices for their
communities. Their success stems from the fact that they are run and managed by their
own. These leaders have local knowledge and experiences which outside NGOs and
Government lack. Thus, they are able to come up with practical and relevant mitigating
interventions specifically oriented to their communities. They can without much of a
stretch bring a feeling of reason and proprietorship among the target individuals. They are
better positioned to mobilize the community for self-betterment. They can create
cohesiveness within the community and a sense of collective responsibility. Thus,
according to Kang, (2011), they are the best suited vehicles for mobilizing their
community to better themselves.

Community based organizations have their own challenges too. According to Kang,
(2011), they are also victims of the same problems and challenges faced by larger, more
organized international NGOs. Stakeholders have genuine issues with the manner in
which some of these CBOs account for the financial assistance extended to them. A
major concern has been the failure rate of some programs/projects sponsored by
international agencies. According to Mulwa (2010) nearly 70% of donor funded projects
targeting educational opportunities for OVCs in Kibera and other informal settlements in
Kenya collapse within the first three years after the supporting agency withdraw.

1.1.1 PROFILE OF MIRROR OF HOPE
Mirror of Hope is a community-based organization (C.B.O.) whose main mission is to assist HIV/AIDS affected children in the Kibera slum in Nairobi, Kenya. The CBO extends psychosocial care and support to orphans and vulnerable children who have lost either one or both parents, with the surviving parent infected with HIV/AIDS. In order to help these children, build a life for themselves. The CBO provides them with education and life skills. Without support, these vulnerable children would be left to roam the streets begging for food and money, watching pornography, sniffing glue and using other drugs. Instead, it gives them the care and attention necessary for their healthy growth.

These children were formerly receiving care and support from an organization that later abandoned them. As a result, they stopped receiving education, life skills, and material and moral support. Most of them dropped out of school and faced a myriad of problems that no one could respond to. It was at this point that Thomas and Judy Nyawir, touched by the plight of these deserving children, decided to intervene, establishing an organization that provided emotional support and an avenue for change and a brighter future. It is now registered with the government of Kenya under the Ministry of Gender, Children and Social Services.

Under “Founded in Hope, Rooted in Love,” motto, the CBO’s aim is to restore hope to the families with the greatest need — people who otherwise would have nothing to look forward to in life. We strive to provide a number of social services, not only educating vulnerable children, but also facilitating behavior change among the local youth and running a program to empower vulnerable women. Most of its activities are carried out in
the Our Lady of Guadalupe Catholic Parish, serving the needs of four local Kibera villages: Kianda, Katwekera, Kambimuru and Makina.

Figure 1.1: Organizational structure of Mirror of Hope Organization Chart

Source: (Mirror of Hope, 2018)

1.2 STATEMENT OF THE PROBLEM

Kenya has prioritized poverty eradication in all its forms and all categories of its citizenry. This is reflected in the Social Pillar in the Vision 2030 policy document and party manifestos. In this regard, CBOs are recognized as important partners due to their
ability to mobilize their respective communities to chart their own destiny. They are thus being viewed as worthy partners in social development (Wanjohi, 2010). Through CBOs, communities could empower themselves without overreliance on the government and outside help. They can design, implement and manage sustainable projects. Why this is not happening is the question. Why do so many community run projects collapse almost immediately after outside support is withdrawn? Only a handful reaches their intended objective. While some of these projects succeed, a considerable number of them fail along the way before reaching the intended destination. As rightfully put by Speer & Perkins (2006), this is a sign of poor performance.

Studies have been carried out both in Kenya and beyond all coming up with different reasons why some projects succeed and others collapse. Some studies such as (Mullaly, 2002) and Mathie, (2006) attribute this to management practices, leadership and funding issues. Others like Buxton, Charles & Prewitt, (2003) consider it a social issue where they focus on community participation and capacity building. These grey call for further studies on this important area. According to Wanjohi (2010, Kenya is home to many moribund CBOs. Less than 30% of registered community-based organizations are active. Others have failed to live up to the expectations of the government, supporting agencies and the local community. They are not capable of effectively putting in place projects and programs beneficial to their communities despite all the support and attention they have been accorded so far. Very few studies in Kenya have comprehensively addressed this phenomenon.

1.3 OBJECTIVE OF THE STUDY
This research project examined influence of financial resources; monitoring and members’ participation have on the sustainability of projects implemented by Mirror of Hope community-based organization.

1.3.1 SPECIFIC OBJECTIVES

i. To investigate extent to which financial resources affect sustainability of projects managed by Mirror of Hope.

ii. To assess impact of monitoring on sustainability of projects managed by Mirror of Hope

iii. To assess the effect of level of community participation on sustainability of projects managed by Mirror of Hope

1.4 RESEARCH QUESTIONS

i. How are financial resources related to sustainability of Mirror of Hope projects?

ii. What is the influence of monitoring on the sustainability of Mirror of Hope projects?

iii. How does the level community participation influence sustainability of projects of Mirror of Hope?

1.5 SIGNIFICANCE OF THE STUDY

Results, conclusions and recommendations could be valuable decision makers at Mirror of Hope; relevant agencies within Government, other community-based organizations, students, other researchers and academicians.
The management of Mirror of Hope could find the findings useful as they could rely on them self-evaluation. They could also use the findings in future project planning, design, implementation and monitoring. The government through the NGO coordination Agency, could incorporate some of the findings in the formulation of policy and regulatory framework for the NGO sector and even policy guidelines addressing unique challenges of the community Based organizations in Kenya.

Students of the Management University of Africa could benefit from the study as copies will be in the University Library for reference and use in their citations. Other researchers and academicians could use the study as a basis for further studies in the study area or as reference material and citations.

1.6 SCOPE OF THE STUDY
The research focuses Mirror of Hope, a community-based organization working with OVCs in Kibera slums, Nairobi, Kenya. The broad objective was to determine the influence of financial resources, project monitoring and level of members’ participation on projects implemented by Mirror of Hope community-based organization. The organization had 126 employees who formed the target population and from which subjects for the study were selected.

1.7 CHAPTER SUMMARY
There is comprehensive introduction to objectives by highlighting challenges faced by orphaned and vulnerable children at global, regional and local perspectives. A detailed background of the study has been given which enabled identification and formulation of problem statement, broad and specific goals and questions to guide the research process.
CHAPTER TWO
LITERATURE REVIEW

2.0 INTRODUCTION

A comprehensive discussion of previous and relevant studies is presented. This facilitated identification of knowledge gaps filled by the study. It also presented a conceptualization and operationalized study constructs.

2.1 THEORETICAL LITERATURE REVIEW
2.1.1 DEFINITIONS AND THEORIES RELATED TO COMMUNITY BASED ORGANIZATIONS

A Community-Based Organization (CBO) refers to any outfit whose objective is provision of social services at community level (Chechetto-Salles and Geyer 2006). Community based organizations differ from profit-oriented organizations in that they rely on the goodwill of external parties such as government agencies and international donors for financial support. They also depend heavily on volunteer work by community members. According to Chechetto-Salles and Geyer (2006), the following are the salient features of a community- based organization: • Non-profit • Reliance on voluntary contributions • Grass-root operations • Service orientation

Sarma, Vicary and Holdrege (2004), CBOs can be identified by the following features: local ownership, local accountability, local control and local membership (Sarma, Vicary and Holdrege (2004). A similar definition has been given by Abegunle, (2004) and Loto, (2011). According to Adeyemo, (2002) and Nallari & Griffith, (2011), the key identifying feature is ‘the coming together of members’ at the local levels. Community based
organizations are basically neighborhood oriented with a high level of homogeneity and cohesiveness.

The following theories lay the foundation for this research: resource mobilization theory, community development theory and theory of change and empowerment. Resource mobilization theory was advanced by McCarthy & Zald (1977). It highlights different approaches individuals and groups adopt to access desired resources. It lays emphasis on a community’s ability to obtain the much-needed resources and to successfully organize its members to accomplish its objectives.

According to Jenkins, (1983), cited in Wanyera, (2016), availability of resources, group’s changes over time and perceived benefits of collective action gives rise to a social movement. The reasoning by Jenkins (1983) assumes that individuals are rational. They behave in a manner consistent with their perceptions on the cost benefit analysis of whatever action they take. According to this principle, individuals’ active engagement in community activities lead to social movements and change (Klandermans,1984) cited in Wanyera, (2016). Resource mobilization theory attempts to expound on the goals of communities which is self-sustenance and survival. Societies engage in activities based on self-interest which leads them to mobilize resources that would enable them realize their objectives. They source for these resources either amongst themselves or external sources. According to (Fuchs, 2006), resources may be either financial or non-financial.

The theory of Community Development provides the most realistic model for communities seeking a lasting solution to their present situations. People in vulnerable
situations will always mobilize against what they perceive as externally generated. They come together as a fight back strategy for solving such problems. According to Strachan and Peters, (1997) cited in Wanyera, (2016), disadvantaged people will always mobilize themselves to find a common solution to a communal problem. This is the central genesis of community development. People engage in community-based projects because they have a lot in common. Common social problems and challenges are the main catalysts of community development. Mendes, (2008), points out that people easily identify themselves with community projects because they reflect shared aspirations. According to him, community development theory highlights activities and decisions to alleviate social, political and environment challenges where they live. They undertake deliberate actions to reshape and redress situations community structures. These ultimately address communal needs and are practical vehicles for community empowerment and change.

The practicability of community development theory is rooted in sociology. This provides a special uniqueness in that the existing social set ups within a particular community make it easy for individuals to fit in and associate themselves in community projects because each member shares in their objectives and goals (Ministry of Gender, Sports, Culture and Social Services, 2005). Such set makes it easy for individuals to easily participate in the community development projects.

In this study, Community Development Theory is viewed as a convenient model of addressing shortcomings in the realization of the aspirations of community-based organizations. The theory can explain how community-based organizations implement
and manage their projects. It is also useful in explaining how community-based organizations aspire to use community-based projects for their betterment and bring beneficial changes in their community (Mullaly, 2002).

Theory of Change identifies the requirements for lasting changes in a community. The theory views change or framework of change as a result of results of integrated and interdependent processes. It explains that change is variably presented either as achievements, realizations, goal attainments or gratifications and successes. It graphically outlines either standalone projects or multiple programs including community wide initiatives addressing specific community needs as shown on the change continuum. The model depicts a nineteen-item outcome frame. Each of the items on the model depicts a desired and aspiration and points to the inter-connectedness of change programs and activities desired by a community-based project. (http://www.theoryofchange.org/what-is-theory-of-change/#1 Retrieved on 28.03.2018)

This study is also anchored on empowerment theory. This theory was advanced by Perkins & Zimmerman (1995). Empowerment connotes extent individuals and communities are facilitated either from within or by use of external agencies to realize their aspirations. It depicts levels of interventionist initiatives aimed at making individuals and communities effectively come up with solutions to their problems and needs. As per Titi & Singh, (2001), essential elements of empowerment are awareness, control and participation. These authors argue that, for empowerment to be actualized and bring the much-needed sustainable development, it must be anchored in law and fully
institutionalized both within a country’s educational systems government policy frameworks.

According to Rappaport, (1981 & 1984), empowerment relates individual capabilities, prevailing operating environment and expected individual behavioral inclinations to public guidelines and norms. Thus, empowerment may be depicted as result-oriented process that involves a community and bed-rocked on ‘shared values, significant manifestation, concern, and collective participation’ Rappaport, (1981 & 1984). Empowerment has also been defined as a means by which people strive to access and manage essential resources Cornell Empowerment Group (1989). Through empowerment, people are able to have control of their livelihoods, democratic participation in community affairs and vital awareness of their environment. (Rappaport, 1987, Zimmerman et al, 1992).

According to Swift & Levin, (1987), the Theory of empowerment consists of both activities and tasks, structures. At the individual level, empowerment may comprise of engagement in community activities while at organizational level, this will comprise of joint at the organizational level, empowerment could comprise of decision making processes, collective actions and shared governance structures. Outcomes of organizational level empowerment ranges from greater say community and state-level affairs, greater presence as a pressure group, coalition building and greater say and accessibility in how community resources are used and managed. Thus, empowerment theory is a process whereby individuals and communities gain greater control of essential
resources, more understanding of their environment and easily achieve their objectives through participatory approach. Through empowerment, a community is able to improve its quality of life through joint and participatory actions.

2.1.2 THE CONCEPT OF SUSTAINABILITY OF COMMUNITY BASED PROJECTS.

Sustainability refers to the capacity of an organization or entity relying on external institutional support/assistance to sustain itself and guarantee envisaged impact and benefits long after cessation of outside support (IFAD, 2007). Sustainability has also been defined by Hodgkin, (1994) cited in Wanyera, (2016) as the resilience of a development project and its potential to sustain itself and to uphold or even exceed a stream of promised rate of beneficial outcomes and outputs over time without outside assistance. Narayan (1993) cited in Wanyera, (2016), argues that a project is sustainable if it portrays a potential of continuity in availing services and benefits to all levels after the cessation of support interventions and resources such as financial, technical and managerial.

The above definitions imply that a project is said to be sustainable if target group or groups succeed, without further external support, extend the life of the project and continue producing positive outcomes for the benefit of the community (Luvenga et al., 2015. The Sustainability of projects must be considered and considered when designing every phase of the undertaking’s life cycle. All elements of the project design and implementation must be critically considered. All components of the undertaking outline and usage must be basically considered
It is particularly important because in many community-based projects, partners pull out soon after project closer (Ostrom, 2010). According to Luvenga et al. (2015), community participation, project results and external assistance are the key elements to be considered in determining probability of a project’s sustainability. Aras and Crowther (2008) have identified four crucial determinants of a project’s sustenance: community influence, stakeholder influence, environmental impact and organizational culture. The United Nations (UN) expanded these by adding economic, social, and environmental pillars. (United Nations, 2002).

2.2 EMPIRICAL REVIEW
2.2.1 FINANCIAL RESOURCES

Non-governmental organizations heavily rely on availability of adequate financial resources for their survival. Thus, they have to constantly seek reliable funding sources (Vincent, 2006). In their study, Ewelum and Ugochukwu (2015) sought to evaluate effectiveness of strategies used to mobilize funds for Community Development Projects in Igbo-Etiti Local Government Area of Enugu State, Nigeria. There were no specific objectives but the researchers relied on three research questions as a guide. The study used descriptive research design. Officials from all 13 community-based organizations operating in Igbo-Etiti made up the target population. Three hundred and seventy officials were picked using purposive sampling technique. Information gathering device was questionnaire which had three set of questions. Validity and reliability of research tools was authenticated by experts in community development.
The main data analysis tool was the mean. According to the findings, community members use various participative methods such as providing financial aid or labor. It also highlighted challenges that impact against full community participation in community development projects. These include inadequate funding, ineffective leadership and mobilization approaches and outright mismanagement of project’s finances. The study recommended for the adoption of active people community development projects, effective communication and persuasion skills to get people more involved in community development programs.

Another study by Nyamu, (2015), also underscored the importance of resource mobilization particularly financial resources in community-based projects in Kitui District. It sought to establish factors influencing community-based projects and the extent these factors influenced their sustenance after withdrawal of supporting agencies. The researcher also investigated how these factors affected the effectiveness of project coordinators in ensuring that programs being initiated achieve maximum sustainability.

Descriptive research design was used. Target population comprised each and every CBO in Kitui County. Fifty respondents were chosen through stratified simple random sampling method to take part in the study. A self-directed survey was utilized to gather essential information which had a reaction rate of 90%. Gathered information was analyzed using quantitative techniques. It was found that sustainability of community-based organizations depended on various factors and more so on governance, management and leadership styles, resource mobilization capacity, and objectives and
formation process of the organization. The study recommended non-interference by politicians in the day-to-day operations. Further, they need to seek guidance in proposal writing, budgeting and financial management. The study also recommended that CBOs must ensure they operate within the prevailing regulatory and policy framework. Community based organizations were also advised to use effective communication systems and networking in their efforts to mobilize financial resources.

In their study, Musundi (2015) investigated the influence of resource mobilization strategies on total war against AIDS Youth Projects. The research was carried out in Turbo Sub-County Uasin-Gishu County. The study investigated how resources strategic planning, resource fundraising mechanisms and the donor outreach influenced performance of TOWA Youth HIV and AIDS project. The study used descriptive research design. Ten youth groups within Turbo Sub-County formed the target population. Total membership of the ten youth groups was 159 from where a sample of 114 subjects was picked using simple random sampling technique. Response rate was 96%.

The main data collection instrument was self-administered questionnaire which were left with the respondents to fill. Permission sought and obtained to carry out the study among the youth groups from the Sub County AIDS Officer and NACOSTI. The researcher used Cronbach Alpha Coefficient to determine validity of the survey tool. The procedure of analysis and interpretation relied heavily on descriptive statistics. Pearson correlation was used to infer relationship between variables.
Findings were that strategic planning for resources, resource fundraising strategies and donor outreach contributed significantly to performance of the youth groups. The study established that the youth groups used various methods to mobilize resources such as Harambees and sports. The conclusions of the study were that the youth groups had good donor outreach resource plans which met donor financial guidelines. It also concluded that these groups were good in proposal writing and applications for financial aid. The recommendations included a need for the groups to formulate visions and objectives which clearly prioritize on resource mobilization. It also recommended proper documentation of their programs and communicate this to the media. This would enhance networking capability. There is also a need for the groups to organize special events as a means of raising funds. These include sports events. Further it is critical for the groups to establish personal relationship with their financing partners.

Another study providing empirical insights on the influence of financial resources was carried out by Kamau (2014). This study established the pivotal role played by financial resources in the implementation of CBO projects. The study had the following as its study objectives: to investigate if Community participation, management of funds, institutional capacities and sustainability influence successful implementation of community-based projects. The study formulated four research questions from the research objectives. Descriptive research design was used during the study. All 141 community-based project leaders in Kiambu County formed target population. Respondents were picked through stratified irregular and purposive sampling systems. Information was gathered utilizing semi-structured questionnaire.
It was evident that project planning, community participation, management of funds and capacity influenced institutional performance of community-based projects. The study concluded a need to improve and streamline community participation. It also recommended project management to community members. Training in financial management was also recommended.

2.2.2 MONITORING AND EVALUATION

Zhoushan and Gideon (2013) investigated international development agencies used Monitoring and Evaluation Systems in project management. They focused on UNDP in Zimbabwe. They used UNDP in Zimbabwe as the case study. The study was basically desk based where they analyzed relevant documents and from which they drew conclusions. The study revealed a limited reliance on evaluation reports of previous and completed projects. It also found an overemphasis on quantitative analysis and reporting ignoring qualitative factors that may have an impact on project performance.

Kimweli (2013) too carried out a study which evaluated whether monitoring and evaluation practices contributed to performance of food security intervention projects in Kenya supported by donor agencies. The study set out to investigate whether monitoring and evaluation contributed to the satisfactory performance of these projects. The study design was case study. Target population was all beneficiaries of donor food security projects.

Sampling method used in the study was purposive through which 40 respondents were selected. The study utilized questionnaires in data collection. The research instrument had
ten questions. Analysis was based on quantitative and qualitative tools. It was evident that the community rarely participated in monitoring and evaluation. The researcher emphasized a need for donor agencies to use participatory monitoring and evaluation practices as they contribute to project sustainability.

Another study by Ochieng, Paul, Ruth and Kuto (2012) evaluated the efficiency of tools and techniques used to monitor and evaluate implementation of (CDF) projects using CDF projects in Ainamoi constituency as case study. Target population comprised of all committee members of Ainamoi CDF, randomly selected residents, District Project Management Committee and District Development Committee.

The study revealed little engagement of the community in project affairs. External assessors and PMC and CDFC carried out the exercise. The study recommended active engagement of the constituents in monitoring and evaluation of these projects. A similar study was also undertaken by Andove and Mike (2015). Their broad objective was to determine extent monitoring and evaluation affected CDF projects’ performance. It involved 45 respondents selected using stratified random sampling technique. Results showed that neither contractors nor project supervisors used monitoring systems regularly. This had a significant effect on project success. The implementation of Monitoring and evaluation was also the main reason most CDF projects were completed within the stipulated timeframe, scope and budget. These results corroborate with those of another study by Jackson, Joseph, and Ben (2015). This study investigated the relationship between technical capacity, political influence, stakeholders’ participation
and budgetary and performance of CDF financed projects. The study used descriptive research method. It used all Project Management Committee (PMC) and CDF members as subjects. The technique used to pick study subjects ensured that every subject had a probability of being picked. Questionnaire method was used in primary data gathering. Validity and reliability were determined before the instrument was put into use. Data analysis applied inferential and descriptive statistics with heavy reliance on mean, standard deviation, correlation, ANOVA and Multiple regression analysis. They facilitated to gauge how effective is the monitoring and evaluation of CDF ventures. A positive relationship exists between the study variables.

A study by Umugwaneza & Kule, (2016) endeavored to find out whether monitoring and evaluation influenced sustainability of projects in Rwanda, using Rwanda Electricity Access Scale-Up and Sector-Wide Approach (SWAP) projects. Specific objectives were: identify role of effective information; partnership; supportive supervision and accountability on sustainability of projects in Rwanda. Target population comprised 104 monitors and four directors from Kayonza, Bugesera, Karongi and Gatsibo projects.

The study applied Slovin’s formula to pick a sample of 83 respondents from the monitors. All the four directors were also included in the sample. Firsthand gathering instrument comprised of questionnaire. Secondary information was procured through desk research. Findings established positive relationship between research variables. Among the recommendations, management commitment was need in the monitoring and evaluation exercise.
2.2.3 COMMUNITY PARTICIPATION

In his study, Khwaja (2003a), provided empirical data to prove that active community involvement is a critical factor in project sustainability. Through analysis of primary data collected from development projects in Northern Pakistan he was able to establish that active community engagement leads to higher project outcomes. In their study, Katz and Sara (2007) found that in majority of water systems in different countries, performance was higher where the level of stakeholder engagement and democratic decision making was more pronounced. The opposite was witnessed in projects where there was little stakeholder participation and unilateral decision making.

Wasilwa, (2015) analyzed the impact of involvement by beneficiaries of project outcome on community development Programs. The findings corroborated with those of Davids et al., (2009). The study illustrated that when a project continuously fulfills people’s needs, they are able to align themselves with its objectives more easily. According to the study, participation enables individuals to prioritize their needs and make decisions beneficial to them. Individuals are more inclined to put extra efforts to ensure the projects perform to their full potential.

Kieya, (2016) evaluated ‘factors influencing stakeholders’ involvement in the implementation of infrastructure projects in Nyamira County. Specific objectives were to; establish how involvement in decision making and planning influence community participation, determine how social factors affect community participation and
implementation of projects, establish the influence of managerial involvement in community participation in road development projects and to establish relationship between community awareness and participation in community development projects. The study was a survey of the local community from which a sample of 138 respondents was picked randomly to participate. The findings revealed little involvement of the local community in the ongoing road projects in the constituency.

Another study conducted by Mwei (2016) sought to evaluate the influence of Youth participation on their self-initiated development projects. The study site was Konoin sub-county in Bomet County. Explicit aims involved how education, individual factors and active participation in decision-making process contribute toward sustainability of these projects.

The researcher chose descriptive methodology. All youth groups formed the target population from which 278 youths were picked by chance. Research instrument was a prearranged feedback form. The researcher applied SPSS version 21 to analyze data. Some data was presented through descriptive while others through inferential statistics. It was established most members of these groups identified themselves with the group’s development projects. Participation was influenced by individual factors and leadership styles of the officials. Findings revealed they participated in the selection of the monitors and in the actual monitoring and evaluation exercise.
2.2.4 EMPIRICAL REVIEW RELATED TO SUSTAINABILITY OF PROJECTS

With regard to the sustainability of projects, Gilbert, Ron, and Schipper (2014) sought to gain insights on the critical competencies of project leaders. The researchers mapped competency gaps among project leaders in Netherlands to establish how this affected sustainability of their projects. After comprehensive analysis, the study recommended a number of must have competences by project leaders. The study advanced the point that project managers play a pivotal role in project sustainability and act as change agents. For this reason, they significantly affect project sustainability in both medium and long-term scenarios.

In his study, Karanja (2014), studied the relationship between management approaches on projects sustainability. He conducted a survey on thirteen community-based organizations in Kangema District in Murang’a County. He used leadership, training, financial management, monitoring and evaluation as constructs in the study. Respondents comprised of the leader and a member from all groups. Questionnaire and discussions with a set of participants chosen from the populace were the methods used to gather required information. Focus group discussions were guided by an interview guide. Results established that controls in funds utilization, skills upgrading, management practices and approaches to monitor and evaluate performance were closely related to sustainability of projects.
The general objective of Joseph, Eugene and Peter (2015) study was to assess how sustainability of Agri-business projects helps to alleviate unemployment and deprivation levels in Bugesera District of Rwanda. The study also sought to establish a link between participatory management and sustainability of these projects. The study adopted descriptive cross-sectional design. Four hundred residents from a population of 142,162 aged between 15 and 35 years and engaged in group-based agri-business were used in the study. These were chosen through stratification technique. In this regard, respondents were categorized based their homogeneity and identifiable characteristics. A proportionate number of respondents was then chosen randomly thus giving everybody an equal chance of being chosen. A self-administered questionnaire with open ended questions was the main data gathering device. According to the findings active participatory management contributed to project performance and sustainability.

2.3 SUMMARY AND RESEARCH GAPS

2.3.1 FINANCIAL RESOURCES

The literature under review clearly shows that, funding is critical for project sustainability. Local NGOs and CBOs ought to have effective funding strategies to sustain themselves. While this proposition came out clearly in the reviewed literature there are knowledge gaps which the proposed study could fill. Firstly, the study by Ewelum and Ugochukwu (2015) is fundamentally different from the proposed study. It mainly focused funds mobilization strategies and not the influence of financial resources. They overlooked the importance of the funds and why strategies are important. The proposed study is focused on the importance of financial resources. Ewelum and
Ugochukwu (2015) study setting is different from the proposed study. Nigerian and Kenyan experiences are quite different which could affect research reliability. Thus, the present study could serve a comparative and corroborative role. Sampling techniques are also different. They used purposive while the proposed study applies stratified random sampling which would be more probabilistic.

Nyamu (2015) did not specifically address the influence of financial resources in a comprehensive manner. It was captured among the many factors thus not given wide analysis. This is different since the current study will focus on the influence of financial resources. The study was also conducted in rural setting not a slum where the concerns of the target populations could be different. Musundi (2015) concentrated on the influence of resource mobilization: strategic planning for resources, resource fundraising and donor outreach, resource networking among youth organizations, special events and organizations structure. The study was tailored towards resource mobilization and not the influence of financial resources. Kamau (2014) focused on management of funds and not the availability of adequate funding which is the focus of the proposed study.

2.3.2 MONITORING AND EVALUATION

A comprehensive review of literature related to the influence of monitoring and evaluation has been undertaken. While these essentially are in concurrence that monitoring and evaluation influences project sustainability, there are gaps which could be addressed by this study. For instance, Zvoushe and Gideon (2013) focused on monitoring systems and international development agencies not CBOs. Furthermore, they used
documentary analysis not empirical research. Kimweli (2013) investigated effect of M & E on donor funded interventions which differ from the proposed study.

Studies by Ochieng, Paul, Ruth and Kuto (2012), Andove and Mike (2015) and Jackson, Joseph and Ben (2015) were not focused on community-based projects. Umugwaneza & Kule’s, (2016) study was generalized and not specific to community-based projects.

2.3.3 COMMUNITY PARTICIPATION

The review has established some gaps which would be filled by this study. Khwaja (2003a) and Katz and Sara (2007) focused on development projects generally. Community participation is not specific to community-based projects. Studies by Wasilwa (2015), and Kieya (2016), were not community-based projects per se. Clearly identifiable gaps have thus been noted in the literature reviewed. This research would endeavor to fill these gaps.

2.4 CONCEPTUAL FRAMEWORK

This study relates financial resources, project monitoring and level of community participation and sustainability of community-based organizations in Kenya. The researcher hypothesizes existence of a relationship between variables in the study (Mugenda & Mugenda, 2003). The study investigated the existence and nature of relationship between financial resources and sustainability of CBO managed projects. Constructs associated with financial resources were fundraising mechanisms, proposal writing skills, accountability and donor outreach. Apart from the research question which seeks to establish extent to which financial resources affect sustainability of projects
managed by Mirror of Hope, hypothesis relating financial resources and sustainability of CBO projects in Kenya was formulated as shown below

**H₁:** **Financial resources have a strong significant and positive relationship with sustainability of CBO supported projects in Kenya.**

Constructs associated with project monitoring were selection of monitoring tools, relevance of monitoring indicators, frequency of monitoring and Implementation of monitoring results. A relevant hypothesis was thus formulated as follows:

**H₂:** **Project monitoring has a strong significant and positive relationship with sustainability of CBO supported projects in Kenya.**

Finally, constructs associated with the level community participation and investigated for any significant linkages were level of participation in need analysis, level of participation in project planning, level of participation in project implementation and level of participation in monitoring and evaluation. An appropriate hypothesis was formulated as follows:

**H₃:** **Level of community participation has a strong significant and positive relationship with sustainability of CBO supported projects in Kenya.**

According to (Mugenda & Mugenda, 2003), this relationship may be illustrated either by use of a graph or a diagram. These explain how study variables are related. This is shown on figure 2.1 below.
Figure 2: Conceptual Framework

2.5 OPERATIONALIZATION OF VARIABLES

This is ‘the process of strictly defining variables into measurable factors’ (Shuttleworth, 2008). Operationalization enables variables to measure both empirically and quantitatively. It also helps assign the exact meaning of variables as used in the research work (Shuttleworth, 2008). Thus, in this study, operationalization involves an explanation of the nature and structure of questions to be asked under each variable.
and how the responses were measured. The study operationalized variables of interest as shown on table 2.1 below

Table 2.1 Operationalization of Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>Measure</th>
<th>Scale</th>
<th>Instrument</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>Fundraising mechanisms</td>
<td>Likert/Ordinal</td>
<td>5 Point Likert Scale</td>
<td>Questionnaire Interview Guide</td>
</tr>
<tr>
<td></td>
<td>Proposal writing skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accountability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Donor outreach</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Monitoring</td>
<td>Selection of monitoring tools</td>
<td>Likert/Ordinal</td>
<td>5 Point Likert Scale</td>
<td>Questionnaire Interview Guide</td>
</tr>
<tr>
<td></td>
<td>Relevance of monitoring indicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frequency of monitoring indicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implementation of monitoring results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of Community participation</td>
<td>Level of Participation in need analysis</td>
<td>Likert/Ordinal</td>
<td>5 Point Likert Scale</td>
<td>Questionnaire Interview Guide</td>
</tr>
<tr>
<td></td>
<td>Level of Participation in project planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level of participation in project implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level of participation in project implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level of participation in monitoring and evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainability of community-based projects</td>
<td>Increased self-Empowerment Enlist more orphans and vulnerable children into the programmes</td>
<td>Likert/Ordinal</td>
<td>5 Point Likert Scale</td>
<td>Questionnaire Interview Guide</td>
</tr>
<tr>
<td></td>
<td>Increase number of interventions and projects Realization of project goals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author, (2018)

2.6 CHAPTER SUMMARY

A comprehensive review of existing theoretical and empirical literature has been undertaken followed by a summary and gaps addressed by this research study. The discussion covered conceptual framework and operationalization of variables too.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 INTRODUCTION
The discussion under this chapter covered study technique and methodology by highlighting target population, sampling frame, data collection instruments and procedures. It also highlights tools of data analysis, presentation, and tests of validity and reliability. The chapter concludes with a discussion on ethical considerations and summary.

3.1 RESEARCH DESIGN
This is ‘a systematic process of organizing a research work’ (Kothari, 2004). The design applied in this study was descriptive research design. This design applied in this study because the study investigated the ‘what, where and how’ issues related to Mirror of Hope projects.

3.2 TARGET POPULATION
Target population denotes clearly identifiable group from which a reliable number of subjects to participate in a study can be selected (Mugenda & Mugenda, 2003). It is presupposed that findings are representative of the population of interest with a high level of confidence. As regards this study, target population will be all employees at the Mirror of Hope. The number currently stands at 126 employees of various categories per table 3.1 here-below.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
<th>% of total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top executives</td>
<td>16</td>
<td>13(%)</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>48</td>
<td>38(%)</td>
</tr>
<tr>
<td>Clerical and support</td>
<td>62</td>
<td>49(%)</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>126</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: Mirror of Hope, (2018)

3.3 SAMPLE AND SAMPLING TECHNIQUE

A sample is an arithmetical populace whose characteristics are investigated for informed insights that are representative of a given population (Kombo and Tromp, 2006). This sample is estimated using the process of sampling (Saunders, Lewis & Thornhill (2003). The population under study comprised a three-level organizational structure: top management, departmental heads and clerical/support personnel. A set of subjects from each category was selected using stratified sampling method. This type of sampling technique ensures that every individual member or object in the population has same probability of selection (Mugenda & Mugenda, 2003). The actual selection process was on a pro rata basis so that all categories were adequately represented. Various writers recommend a sample size of 30% if it is to be considered as representative of the target population (Cooper and Schindler, 2003). In fact, Kothari (2004), suggested that a sample of 10% would be satisfactory. In this research the sample was 30% of total subjects in the targeted populace distributed as shown on table 3.2 here-below.
Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
<th>Percent (%)</th>
<th>Subjects selected</th>
<th>Percentage of total sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>16</td>
<td>30(%)</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>48</td>
<td>30(%)</td>
<td>14</td>
<td>37</td>
</tr>
<tr>
<td>Clerical and support personnel</td>
<td>62</td>
<td>30(%)</td>
<td>19</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>126</strong></td>
<td><strong>30(%)</strong></td>
<td><strong>38</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2018)

3.4 INSTRUMENTS

Data collection involved organizing with the respondents of a convenient time could avail themselves for the interview/complete the data gathering instrument (Cooper & Schindler, 2003). This arrangement was ideal since the main research instrument a questionnaire. This was self-explanatory. The researcher allowed the respondents to fill the instrument on their own. The researcher arranged to collect the filled questionnaires at a later date and time mutually agreed with the respondents.

As opined by Owens, (2002) questionnaire is ideal when collecting primary data. Questionnaires contain clear and specific questions. The researcher is always available for clarification and explanation whenever a need arises. They also involve much less time to fill and analyze the information. Borg and Gall, (1996) recommends the use of questionnaire method in gathering information because of its objectivity. The respondent is not persuaded or prompted for answers to questions in the questionnaire. The use of questionnaire method helps to collect information that is difficult to observed, for instance, behavioral aspects of an individual (Satyanarayana, 1983).
3.5 PILOT STUDY

An initial investigation using a few respondents from the target population was undertaken before a full-scale data gathering was carried out. The objective was to determine the dependability of the tools used in data collection (Sekaran 2003). Feedback received was used to modify and/or redesign the tools for better performance and results (Dempsey, 2003).

3.5.1 VALIDITY

This refers to soundness of a research instrument. It is capacity of a research instrument it is the ability of an instrument to produce the expected results accurately and reliably (Joppe 2000). In this study, the instrument was subjected to a comprehensive review with the assigned supervisor. Inputs were also solicited from fellow students. These helped to identify any shortcomings. Any necessary amendments were undertaken.

3.5.2 RELIABILITY

This refers to the dependability of the research instrument (Walliman, 2001, Cooper & Schindler 2003). It is the trustworthiness that the instrument will return same results of a phenomenon under similar research procedures, even where different samples are used. With regard to this research, reliability relates to the ability of the measurement device to return consistent measures over time. This was evaluated using test and re-test method as suggested by Denzin& Lincoln, (2005). A set of questions were picked from the questionnaire given to 25 respondents. These were picked at random from all the categories of the target population. These respondents were requested to answer the questions at their own pace and time and seek any clarification or guidance as the case
may be answers were analyzed. The exercise was repeated on another set of respondents at intervals of one week. In all, the exercise was repeated with four different groups. Results from analysis helped identify any issues that could hinder consistency of the measurements. These were rectified before full-scale adoption of the measurement device.

3.6 DATA COLLECTION PROCEDURE
This denotes methodology of obtaining the required information for the study in question (Mugenda & Mugenda, 2003). It is an important element of research methodology (Morris, 2001). Any method adopted depends on the type of data required. However, the technique adopted must be systematically used throughout the collection exercise. Bulk of information required was obtained through field research and in its original or raw form for a specific objective (Kothari (2003). All information required in this study was sourced using both closed and open-ended questions which were self-administered.

3.7 DATA ANALYSIS AND PRESENTATION
Statistical Package for Social Sciences (SPSS) software was used in data analysis. This analytical software is capable of returning accurate and reliable measurements at relatively short period of time. It is also able to present the results either in charts, distribution tables and graphs. This is useful when making inferences and in descriptive presentations.

3.8 ETHICAL CONSIDERATIONS
Five critical ethical norms were observed during the process. These include:
3.8.1 INFORMED CONSENT

All respondents were fully briefed on the purpose of the data being collected and how it would use. Issues of confidentiality and anonymity were comprehensively explained and any misgivings by the respondents addressed to their satisfaction. Thereafter, each respondent was requested for his/her consent before being given the questionnaire.

3.8.2 VOLUNTARY PARTICIPATION

Respondents were selected using random selection method. Once a respondent is picked, he/she was asked whether he/she wants to participate. Those who decline were not coaxed to participate.

3.8.3 CONFIDENTIALITY

Respondents and the management of the CBO were assured that any information or any observations during the research would be strictly confidential. The researcher obtained and presented a letter of introduction from the university which also affirmed that data collected would never be used for any other purpose.

3.8.4 PRIVACY

The questionnaires were self-administered and the respondents were requested not to discuss their responses with their colleagues.

3.8.5 ANONYMITY

Data collection was in total confidence as the participants were kept discreet.
3.9 CHAPTER SUMMARY

The entire research process has been comprehensively discussed. These include: research design and methodology, profile of the population of interest, sampling frame, technique and size of the sample, instrumentation and measurement device, tests of reliability and validity and methods of analysis and presentation of resultant data. Delimitation and profile of the population of interest have also been addressed. It has concluded with ethical considerations to be borne in mind at all times.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 INTRODUCTION

This chapter presents analysis, interpretation and presentation of data and results. A summary of major findings, discussion and detailed recommendations are presented followed by chapter summary.

4.1 PRESENTATION OF RESEARCH FINDINGS

Table 4.1 showing response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>28</td>
<td>74(%)</td>
</tr>
<tr>
<td>Non-Response</td>
<td>10</td>
<td>26(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: field data, 2018

Findings on table 4.1 above reveal that 28 out of the targeted 38 members of the sample responded. This was 74% response rate. According to Nachimais & Nachimais (1958) cited in Akacho (2014), a percentage return rate of more than 70% is adequate for a descriptive study. The same is confirmed by Fincham (2008) that lack of response from the questionnaires administered results into non-response bias.

Further presentation of response percentage return rate is shown on figure 4.1 below
Consequently, there is a high probability of undermining the reliability and validity of the key findings of the study the higher the non-response rate. Mugenda and Mugenda (2003), asserts that a 50% response rate is good enough for analysis and reporting; 60% is good while a response rate of 70% and over is excellent. Based on this assertion, 74% response rate was excellent.

4.1.2 GENDER

For purposes of representativeness, the study analyzed response rate by gender. Findings were presented on table and figure 4.2 below.
Table 4.2 showing response by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>18</td>
<td>64(%)</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>36(%)</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100(%)</td>
</tr>
</tbody>
</table>

Source: field data, 2018

Further analysis was presented on figure 4.2 below

Figure 4.2 showing gender of respondents

Source: field data, 2018

Gender, is a dichotomous variable and, just like other demographic characteristics, are important because they are known to influence the variables in a given study. The results provided on table and figure 4.2 above show that male respondents exceeded female respondents by almost half (64% against 36%). The percentage return rate show women are quite active in community-based organizations and corroborates with the rates from
similar studies such as Kagendo (2013) where female percentage return rate was 51% compared to that of male respondents which was 41%.

### 4.1.3 Response by age

The study also determined response rate by age. This demographic characteristic affects study variables too (Ndumia, 2014).

Table 4.3 showing number of respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-23</td>
<td>14</td>
<td>50(%)</td>
</tr>
<tr>
<td>24-29</td>
<td>8</td>
<td>29(%)</td>
</tr>
<tr>
<td>Above 30</td>
<td>6</td>
<td>21(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: field data, 2018

Further analysis regarding age of respondents was presented on the figure 4.3 below.

Figure 4.3 showing age of respondents
Results on table 4.3 and figure 4.3 above show that majority were 18-23 years of age (50%). Twenty nine percent aged 24-29 years while 21% had 30 years and above. According to Hammwe, (2011), biodata such as age and gender can impact accurate replication of research findings, appropriate generalization of research findings and comparison of factors and outcomes. Hammetom (2011) advises that characteristics such as age should not be underestimated because responses in a survey research may be related to participant characteristics and outlooks. In this study, older respondents could be having better outreach and connections that are vital in fundraising activities (Foster & Meinhard, 2002).

### 4.1.4 EDUCATION

The study also inquired on the education levels of the respondents. Findings were presented on the table and figure 4.4 below

Table 4.4 showing response by academic qualification

<table>
<thead>
<tr>
<th>Education level</th>
<th>frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>14</td>
<td>56(%)</td>
</tr>
<tr>
<td>Tertiary</td>
<td>6</td>
<td>24(%)</td>
</tr>
<tr>
<td>First degree</td>
<td>5</td>
<td>20(%)</td>
</tr>
<tr>
<td>Post-graduate</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: field data, 2018

Further analysis was presented on figure 4.4 below
Source: field data, 2018

As indicated in both table 4.4 and figure 4.4 above, 56% had secondary education, 24% tertiary education while degree holders were 56%. According to (Oliver, 1983) members’ education may influence relationships between study variables. Community members with higher education may be more likely to be part of established networks that facilitate positive relationships between the stakeholders (Staggenborg, 1988). These positive relationships are likely to be translated into readiness to support the CBO whenever called to. Additionally, well-educated members of the sample are expected to be knowledgeable and legitimate representatives of the target population, and thus may increase the representativeness of the sample and the percentage return rate (Fincham, 2008).
4.1.5 YEARS WORKED

According to Hammerton (2011), information on experience of the respondents is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. This information is presented on table and figure 4.5 below.

Table 4.5 showing years worked

<table>
<thead>
<tr>
<th>Years</th>
<th>frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 years</td>
<td>12</td>
<td>43(%)</td>
</tr>
<tr>
<td>6-10 years</td>
<td>10</td>
<td>36(%)</td>
</tr>
<tr>
<td>Above 11</td>
<td>6</td>
<td>21(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

**Source: field data, 2018**

Further presentation is on figure 4.5 below.

Figure 4:5 showing years Worked
Table 4.5 and figure 4.5 above, majority has been associated with the self-help group for a period below 5 years with 43%. Thirty six percent had been with the group for periods between 6-10 years while 21% above 11 years. Draugalis et al, (2008) lists the criteria for a survey research report and one of the criteria is determination of how well the respondents represent the general population in all characteristics. Cook et al (2008) adds that response representativeness is more important than response rate in survey research. The findings established that respondents had good working knowledge on the operations of the organization.

### 4.1.5 DESIGNATION OF RESPONDENTS

Designation of respondents is a key consideration in survey research. It enhances representativeness of the sample (Cook et al, 2008).

Table 4.6 showing position by respondents

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: field data, 2018
<table>
<thead>
<tr>
<th>Position</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>4</td>
<td>14(%)</td>
</tr>
<tr>
<td>Departmental Head</td>
<td>10</td>
<td>36(%)</td>
</tr>
<tr>
<td>Clerical</td>
<td>12</td>
<td>43(%)</td>
</tr>
<tr>
<td>Support</td>
<td>2</td>
<td>7(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

**Source: field data, 2018**

Further presentation of designation of respondents was on the figure 4.4 below

Figure 4:6 showing position by respondents

Source: field data, 2018

As shown on both table and figure 4.6 above, response from top management was 14%, departmental heads 36% and clerical staff 43. Support staff comprised 7%. Since the sample size in this study is relatively small, the effect of non-response bias can be more pronounced. Cook et al (2008) advises that the sample need to be made more representative by expanding the scope of the respondents so as to further diminish the
negative effects of non-response bias. Thus by having good responses from all categories of the population of study, it is possible to generalize the research results.

4.1.6 FINANCIAL RESOURCES

4.1.6.1 EXISTENCE OF FUNDRAISING POLICY

The researcher investigated whether Mirror of Hope had a fundraising policy in place and the findings were presented on the table and figure 4.7 below.

Table 4.7 whether fundraising policy exists

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>32(%)</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>57(%)</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>3</td>
<td>11(%)</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: field data, 2018

Further analysis was provided on figure 4.7 below.

Figure 4.7 whether fundraising policy exist.
From the findings it was concluded that Mirror of Hope considers fundraising an important element in sustainability of its projects. Adequacy of funds contributes significantly to project sustainability. Thus, there is need for a well formulated and documented policy to guide all fundraising initiatives. This was very strongly supported by 32% of the respondents. Fifty seven percent generally agreed with the proposition while 11% somewhat agreed.

**4.1.6.1 EFFECTIVENESS OF FUNDRAISING APPROACHES IN PLACE**

Having policies in place is highly recommended. However, those policies should lead to adoption of effective and sustainable fundraising approaches and strategies. Since Mirror of Hope already had a policy in place, it was necessary to inquire whether these have contributed to effective fundraising approaches. Findings were presented on table and figure 4.8 below.

Table 4.8 showing whether effective fundraising
<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very effective</td>
<td>7</td>
<td>25(%)</td>
</tr>
<tr>
<td>Effective</td>
<td>11</td>
<td>39(%)</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>6</td>
<td>22(%)</td>
</tr>
<tr>
<td>Ineffective</td>
<td>4</td>
<td>14(%)</td>
</tr>
<tr>
<td>Very ineffective</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

*Source: field data, 2018*

Further analysis was provided on figure 4.8 below

Figure 4:8 whether fundraising approaches effective

![effective fundraising approaches](chart)

*Source: field data, 2018*

It was found that this organisation is serious in its fundraising efforts. Sixty four percent of respondents believed the organization had effective fund-raising approaches. Despite 14% terming these approaches as ineffective the study concludes these approaches are generally.

### 4.1.6.3 COMPETENCY OF STAFFS INVOLVED IN FUNDRAISING ACTIVITIES
Apart from having effective fundraising strategies, staffs involved need to have adequately trained in fundraising skills. This includes training in communication skills and proposal writing. Per the findings presented on table and figure 4.9 below, proposal writing is one of the tools used in fundraising activities by this organization.

Table 4.9 whether uses proposal writing in fundraising activities

<table>
<thead>
<tr>
<th>Uses proposal writing</th>
<th>frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>26</td>
<td>93(%)</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Don’t know</td>
<td>2</td>
<td>7(%)</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100(%)</td>
</tr>
</tbody>
</table>

**Source: field data, 2018**

As further highlighted on figure 4.9 below, proposal writing is extensively used in fundraising activities.

Figure 4:9 whether proposal writing used in fundraising activities
Per the analysis presented on table 4.9 and figure 4.9 above, 93% of the respondents indicated that proposal writing is a basic tool used in fundraising. The study concluded that the level of funds raised for various projects depends to a great extent on the quality of proposals sent to donors and other potential supporters. Hence, those assigned the responsibility of preparing financing proposals need to be well trained. Findings presented on table and figure 4.10 highlights the level of competency of staffs involved in proposal writing in the organisation. With regard to proposal writing skills, findings presented on the table and figure 4.10 below reveals that not all employees have the requisite skills. Table 4.10 showing whether staffs have attended training in proposal writing.

<table>
<thead>
<tr>
<th>Training in proposal writing</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attended</td>
<td>12</td>
<td>43(%)</td>
</tr>
<tr>
<td>Not attended</td>
<td>16</td>
<td>57(%)</td>
</tr>
<tr>
<td>Totals</td>
<td>28</td>
<td>100(%)</td>
</tr>
</tbody>
</table>

Source: field data, 2018
The organization needs to train more of its employees on proposal writing to sharpen their proposal writing skills.

Figure 4:10 whether attended training in proposal writing

<table>
<thead>
<tr>
<th>Training on proposal writing</th>
<th>attended</th>
<th>not attended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>43</td>
<td>57</td>
</tr>
</tbody>
</table>

Source: field data, 2018

From the results presented on table and figure 4.10 above, majority (57%) of the respondents have not attended any training on proposal writing. This implies they are not competent enough to develop a winning funding proposal. The organization need to train all employees so that they can be able to develop good proposals for the donors and well-wishers. Good proposals can win funding commitments from donors, beneficiaries and wee-wishers.

The study investigated competency levels of staff handling funding proposals and findings were presented on table and figure 4.11 below
Table 4.11 whether staff competent in writing of proposals

<table>
<thead>
<tr>
<th>Competency level</th>
<th>frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very competent</td>
<td>2</td>
<td>7(%)</td>
</tr>
<tr>
<td>Competent</td>
<td>9</td>
<td>32(%)</td>
</tr>
<tr>
<td>Average</td>
<td>17</td>
<td>61(%)</td>
</tr>
<tr>
<td>Incompetent</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Very incompetent</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

**Source: field data, 2018**

Further analysis was presented on figure 4.11 below

Figure 4:11 whether staff competent in proposal writing

![Proposal Competency Bar Chart]

**Source: field data, 2018**

From the analysis presented on table and figure 4.11 above, only 39% of the staff in the organization could handle proposal to donors competently. Others (61%) were average. It was concluded that this was a result of the organization’s failure to organize relevant
training. The findings support those by Ewelum and Ugochukwu (2015) who sought to evaluate different strategies used in resource mobilization. They found that lack in fundraising skills especially persuasion skills affects fundraising capability. Nyamu (2015) reached the same conclusions that lack of competencies in proposal writing impacts fundraising capacity. Competency of staff affects quality of proposals sent to donors. This was confirmed by the results presented on table and figure 4.12 below.

Table 4.11 showing quality of proposals

<table>
<thead>
<tr>
<th>Quality</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high quality</td>
<td>4</td>
<td>15(%)</td>
</tr>
<tr>
<td>High quality</td>
<td>8</td>
<td>28(%)</td>
</tr>
<tr>
<td>Average quality</td>
<td>16</td>
<td>57(%)</td>
</tr>
<tr>
<td>Low quality</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Very low quality</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

*Source: field data, 2018*

Further analysis presented on figure 4.12 below reemphasizes the need for training in proposal writing.
Figure 4.12 showing quality of proposals

<table>
<thead>
<tr>
<th>Axis Title</th>
<th>very high quality</th>
<th>high quality</th>
<th>average quality</th>
<th>low quality</th>
<th>very low quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>quality of proposals</td>
<td>15</td>
<td>28</td>
<td>57</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: field data, 2018

Per the findings presented on both table and figure 4.12 above, felt quality of proposals sent to donors were of average quality (57%). These were the majority. While 15% indicated that they were of very high quality and 28% of high quality, it is evident that improvements on proposal writing are needed. Quality determines the level of response from potential donors. Positive response implies high funding commitments. Higher funding commitments can lead to high prospects of project sustainability. Training in proposal writing is urgently required.

Findings presented on table and figure 4.13 below supports the presupposition that quality of proposals significant influences the level of monies raised through proposal writing.
Table 4.12 whether quality of proposals to determine amounts raised

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>32(%)</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>57(%)</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>3</td>
<td>11(%)</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: field data, 2018

Further analysis was provided on figure 4.13 below

Figure 4:13 whether quality of proposals determine amounts raised

![amounts raised chart]

Source: field data, 2018

From the findings on both table and figure 4.13 above, quality of proposals has a direct influence on how much the organization raises through proposal writing. Eighty nine percent of respondents agreed with this conclusion. The findings are in line with Nyamu (2015) who found that sustainability of community-based organizations depended on
various factors and more so on resource mobilization capacity, and objectives and formation process of the organization. The study recommended the need to seek guidance in proposal writing. It is recommended that the organization need seek guidance in proposal writing so that all funding proposals are of high quality and standards. Findings by Barcott (2000) are particularly related to the findings of this study because they are based on CBOs in Kibera slums. All too often, CBOs flounder through the fundraising process with both private donations and grant-making institutions, using an unplanned and somewhat chaotic strategy that tends to waste time without raising substantial amounts of money. The most common strategy the more than 200 CBOs operating in Kibera slums have been using in raising funds has been knowing a grant officer or program manager within a grant-making institution not through well prepared funding proposals (Barcot 2000). Knowledge about fundraising and grant writing exists, but far too often these articles, books, theses, and dissertations languish in university libraries – or are stuck in academic databases to which CBOs do not have access. This finding is also in agreement with Oduaran (1994) who said that the success and failure of community development depends to a considerable extent on the ability of the community to generate necessary funds for the funding of projects, services, administration and personnel. Quality fund raising provides an open door for mobilizing. Influence of quality proposal writing as fundraising mechanism has also been underscored in Jamil (2004) and Mzizi, (2005).

4.1.6.4 ACCOUNTABILITY
The study presupposed that community-based organizations should uphold accountability and transparency in the management and use of all monies raised for various projects. All monies raised should be utilized for the purpose. This instills confidence and trust among external supporters and community/beneficiaries. Findings on how efficient the organization is in the management and use of funds are presented on table and figure 4.14 below.

4.1.6.5 whether efficient in the management and use of funds

Table 4.13 whether Efficient in the Management and use of Funds

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very efficient</td>
<td>4</td>
<td>14(%)</td>
</tr>
<tr>
<td>Efficient</td>
<td>8</td>
<td>29(%)</td>
</tr>
<tr>
<td>Moderately efficient</td>
<td>13</td>
<td>46(%)</td>
</tr>
<tr>
<td>Inefficient</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Not sure</td>
<td>3</td>
<td>11(%)</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100(%)</td>
</tr>
</tbody>
</table>

Source: field data, 2018

It appears the organization has challenges in the management of financial resources at its disposal. This observation is further supported by the analysis on figure 4.14 below.

Figure 4:14 showing whether efficient in management of funds
As per analysis presented on the table 4.14 and figure 4.14 above, less than half (43%) of respondents felt funds were well managed and utilized. Forty six percent indicated management was average while 11% were not sure. The study concluded there is lack of efficiency in the management of funds raised. Accountability can be enhanced through active community involvement as suggested by Kamau (2014). He established a link between community participation, management of funds and implementation of community-based projects. Mirage (2003) also linked lapses in accountability by NGOs to their failure to tie their efforts to the aspirations and efforts of grassroots communities. According to Mirage (2003), the activities of NGOs are highly influenced by donor preferences, interests and dictate which is seen to compromise beneficiary problem prioritization and engagements. These organizations are more interested in winning donor support than that of the community.

It is necessary for community-based organizations to account for all funds raised for various projects. With regard to Mirror of Hope, respondents generally agreed management is able to account for funds raised for various projects. This is supported by findings presented on table and figure 4.15 below

Table 4.14 whether account for funds
The table below presents the distribution of responses regarding the management of funds:

<table>
<thead>
<tr>
<th>Accounts for funds</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>4</td>
<td>14(%)</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>36(%)</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>29(%)</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>21(%)</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100(%)</td>
</tr>
</tbody>
</table>

Source: field data, 2018

Further analysis was presented on figure 4.15 below.

Figure 4.15 Whether management accounts for funds

![Bar Chart](chart.png)

Source: Field data, 2018

Information availed on both table and figure 4.15 above reveal there are major issues with regard to funds management. Half of respondents felt that the management is not...
able to account for all funds meant for each project under implementation. Transparency is lacking. Lack of transparency and accountability could pose a challenge when mobilizing local resources after external funding ceases. Khwaja (2003a) provided empirical data to prove that active community involvement is a critical factor in project sustainability as it enhances transparency. Katz and Sara (2007) found that performance was higher where the level of stakeholder engagement and democratic decision making was more pronounced. The opposite was witnessed in projects where there was little stakeholder participation and unilateral decision making. This goes to establish a correlation between community involvement and accountability in community-based organizations. Findings on the nature of relationship between the organization and donors are presented on table and figure 4.16 below.

Table 4.15 whether maintains good relationship with donors

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>13</td>
<td>46(%)</td>
</tr>
<tr>
<td>Good</td>
<td>8</td>
<td>29(%)</td>
</tr>
<tr>
<td>Moderate</td>
<td>4</td>
<td>14(%)</td>
</tr>
<tr>
<td>Poor</td>
<td>0</td>
<td>0(%)</td>
</tr>
<tr>
<td>Not sure</td>
<td>3</td>
<td>11(%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100(%)</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2018

The nature of relationship that exists between the organization and donors is further presented on figure 4.16 below.

Figure 4.16 whether maintains good relationship with donors
As per analysis presented on the table and figure 4.16 above, the organization has a vibrant donor outreach. Relations with the donors are quite positive. This was supported by over 70% of the respondents. However, 14% indicated it is moderate while 11% were not sure. The organization needs to devise strategies to ensure this relationship with donors are maintained and enhanced.

They need to appreciate that due to donor fatigue being witnessed globally, continued flow of funds even from hitherto very supportive donors cannot be guaranteed. Bulk of funding and capacity building for community-based organization comes from external donors. As per the findings presented on table and figure 4.17 below, the level of support by donors is significantly affected by the extent of networking and outreach.

Table 4.16 showing whether donor relationships affect level of support

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>43(%)</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>39(%)</td>
</tr>
<tr>
<td>Moderately agree</td>
<td>5</td>
<td>18(%)</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0(%)</td>
</tr>
</tbody>
</table>
Further analysis was presented on the figure 4.17 below

Figure 4:17 showing whether nature of relationship affects level of support

Findings on both table and figure 4.17 above reveal that all respondents agreed the nature of relationship existing between community-based organizations and donors affects the level of donor support. Having good relationships is critical for continuous flow of
funding and could impact positively on the sustainability of supported projects and programs. A direct relationship therefore exists between nature of relationship and level of donor support. This conclusion is corroborated in Musundi (2015) which emphasized on strategic planning for resources, resource fundraising strategies in resource mobilization. The study supports Musundi’s recommendation that community-based organizations need to establish personal relationship with their financing partners. For their part, Fugere (2001) found that donor organizations are generally unwilling to give money directly to CBOs reasons being the perception that CBOs lack the institutional capacity to handle the money and the complex transactions that go with the funding requirements of the donors. As Magadla (2008) says, donor funding is usually accessible only to organizations able to produce fancy proposals that are registered, long-established, have a good reputation, good governance structure and experienced in dealing with large sums of money. Magadla (2008) goes on to say that it is harder for donors to fund a large number of small organizations than a small number of large organizations.

4.1.7 PROJECT MONITORING

The study further assessed the impact of monitoring on sustainability of projects managed by Mirror of Hope. It was hypothesized that there is a positive relationship between monitoring and project sustainability. Generally, the study supports Umugwaneza & Kule (2016) by emphasizing the importance of monitoring and evaluation on project sustainability. However, available evidence shows that formal M&E systems as practiced in Kenya have not fully been incorporated in both Government and NGO projects control
systems (Abdulkadir, 2014). In confirming the hypothesis, the study relied on selection of monitoring tools, relevance of monitoring indicators, frequency of monitoring and Implementation of monitoring results.

Participants indicated their level of agreement with statements addressing monitoring tools, indicators, stakeholder awareness, adoption and implementation of feedback and frequency of monitoring. Their feedback was assessed on a 5-point Likert scale. Findings were presented on table 4.18 below.

Table 4.17 showing influence of monitoring

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization has adequate monitoring tools</td>
<td>3 (11%)</td>
<td>8  (29%)</td>
<td>13 (46%)</td>
<td>4  (14%)</td>
<td>0  (0%)</td>
<td>28 (100%)</td>
</tr>
<tr>
<td>All stakeholders understand the importance of project monitoring</td>
<td>9 (32%)</td>
<td>12 (43%)</td>
<td>6  (21%)</td>
<td>1  (4%)</td>
<td>0  (0%)</td>
<td>28 (100%)</td>
</tr>
<tr>
<td>Lessons learnt during monitoring and evaluation are highly appreciated and implemented without delay</td>
<td>7 (25%)</td>
<td>13 (46%)</td>
<td>518 (%)</td>
<td>3  (11%)</td>
<td>0  (0%)</td>
<td>28100 (%)</td>
</tr>
<tr>
<td>Monitoring indicators are well understood</td>
<td>4 (14%)</td>
<td>11 (39%)</td>
<td>8  (29%)</td>
<td>3  (11%)</td>
<td>2  (7%)</td>
<td>28 (100%)</td>
</tr>
<tr>
<td>Monitoring is undertaken on a regular basis for all projects</td>
<td>5 (18%)</td>
<td>13 (46%)</td>
<td>725 (%)</td>
<td>2  (7%)</td>
<td>1  (4%)</td>
<td>28 (100%)</td>
</tr>
<tr>
<td>Statement</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>Totals</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>--------</td>
</tr>
<tr>
<td>Project monitoring influences sustainability of projects of this organization</td>
<td>22</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>28 100</td>
</tr>
</tbody>
</table>

**Source: field data, 2018**

The study recognizes the importance of monitoring since, as expressed by Hunter, (2009) and Shapiro, (2011), it leads to review and corrective measures if actions being taken are not yielding expected outcomes. However, this study focused on monitoring as one of the independent variables under investigation.

Generally, the organization appears to have good monitoring tools. This was confirmed by 40% of the respondents. However, the effectiveness of monitoring tools is highly doubtful going by the number of respondents who either said they were average or not adequate. Majority of respondents (46%) indicated they were average while 14% felt they were not adequate. It is recommended that the organization acquires all necessary monitoring tools and equipment’s to ensure effective monitoring and evaluation is carried on all projects.

According to Sarangis, et al., (2010) in situations where comprehensive monitoring and evaluation tools, techniques and procedures are non-existent, projects run the risk of not completed within the scope, time and agreed costs. Hence the study established a positive relationship between monitoring tools and effective project monitoring. The findings also corroborate with those of the Kenya social protection sector review (2012). The review
established M & E of community undertakings is of low quality. Many CBOs do not have the capacity to recruit qualified monitoring and evaluation and ICT personnel who can design appropriate tools.

The study further investigated whether stakeholders appreciated the importance of project monitoring. All stakeholders need to appreciate need for regular updates on the progress of the project. Additional resources might be required to implement any corrective measures recommended by the monitoring team. Thus, ownership of the monitoring process and report is important for correct interpretation and recommendations of corrective actions where necessary. As evidenced by the findings, nearly all stakeholders understand the importance of monitoring progress and outcomes of projects. Seventy seven percent of respondents agreed with this observation while 4% disagreed. However, more sensitization is required bearing in mind 21% neither agreed nor disagreed. This recommendation is in line with Lahey’s, (2009) suggestions that, since M & E is long term and iterative, there is a need to build an organization-wide “evaluation culture” or “results culture”. The findings also support Iyer and Jha’s (2005), observations that monitoring and feedback by stakeholders’ influences project performance.

The main objective of monitoring and evaluation is to contribute to effective management of projects and to ensure that projects deliver the desired results to the beneficiaries. Lessons learnt during monitoring and evaluation should be internalized and implemented without delay. This is the situation at Mirror of Hope. Over 70% of respondents agreed results from monitoring exercise are received positively. Prompt communication of
monitoring results has been emphasized by Mackay (2010), Chiplowe, (2008) and Hunter, (2009). By themselves, both monitoring and evaluation have no inbuilt significance. However, the feedback they provide helps the project team and stakeholders to know how they are performing or have performed in terms of efficiency, effectiveness, impact, relevance and sustainability.

Stakeholders should be aware of performance indicators. These indicate whether project objectives have been achieved or not. They also help in identifying areas that need to be addressed if the project is to achieve its goals. With regard to Mirror of Hope, monitoring indicators are well understood. This was supported by over 50% of the respondents. As observed by Rosenberg (2009) stakeholders should have all necessary information to enable them monitor and evaluate a project. Rosenberg (2009) advises the use of information that is convenient to gather, tabulate, analyze, interpret and infer straightforward conclusions. It is also advisable to define every indicator clearly. A common approach should be used to avoid non-standardized formats. Rosenberg advises all indicators need be results-oriented and should be capable of providing insights on project sustainability.

Another requirement for effective monitoring is the frequency of monitoring exercise. For community members, donors and other stakeholders need to know on a regular basis whether the project is delivering the expected results and whether its impact is felt by the beneficiaries. Regular updates are also necessary for accountability purposes. Over sixty percent of respondents indicated that monitoring is conducted on a regular basis.
The findings established a direct relationship between project monitoring and sustainability of projects of community-based projects. Nearly all respondents were agreed with the conclusion whereby 78% strongly agreed, 18% agreed while 4% moderately agreed. The findings corroborate with those of Zvoushe and Gideon (2013), Kimweli (2013) and Ochieng, Paul, Ruth and Kuto (2012). Information derived through monitoring serves a number of objectives. Among these include clarifying anticipated project outcomes and a detailed report on the progress and impact. It is also useful when considering corrective actions. Successful monitoring significantly improves project sustainability.

4.1.8 LEVEL OF COMMUNITY PARTICIPATION

Lastly, the research endeavored to find out whether the level of community participation influences project sustainability. This was investigated by use of statements related to community participation in planning, implementation and managing community-based projects. The extent of concurrence with the statements was captured through Likert scale where 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

Table 4.18 showing level of community participation

<table>
<thead>
<tr>
<th>Statement</th>
<th>5 No</th>
<th>4 No</th>
<th>3 No</th>
<th>2 No</th>
<th>1 No</th>
<th>Totals No</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization conducts wide consultations with the community to identify their needs before deciding on suitable projects</td>
<td>8(29%)</td>
<td>12(43%)</td>
<td>6(21%)</td>
<td>2(7%)</td>
<td>0(0%)</td>
<td>28(100%)</td>
</tr>
</tbody>
</table>
The organization encourages the community to participate fully in planning and designing projects beneficial to them

| The level of participation by the community in the implementation of community development projects is high |
|---|---|---|---|---|---|---|
| 11 | 12 | 5 | 0 | 0 | **28** |
| 39(%) | 43(%) | 18(%) | 0(%) | 0(%) | **100(%)** |

There is a high sense of ownership of projects implemented by this organization

| There is a high sense of ownership of projects implemented by this organization |
|---|---|---|---|---|---|
| 15 | 12 | 1 | 0 | 0 | **28** |
| 53(%) | 43(%) | 4(%) | 0(%) | 0(%) | **100(%)** |

The community identifies fully with all projects implemented by this organization

| The community identifies fully with all projects implemented by this organization |
|---|---|---|---|---|---|
| 13 | 14 | 1 | 0 | 0 | **28** |
| 46(%) | 50(%) | 4(%) | 0(%) | 0(%) | **100(%)** |

Active participation by the community contributes to sustainability of projects implemented by this organization

| Active participation by the community contributes to sustainability of projects implemented by this organization |
|---|---|---|---|---|---|
| 20 | 8 | 0 | 0 | 0 | **28** |
| 71(%) | 29(%) | 0(%) | 0(%) | 0(%) | **100(%)** |

The level of community participation influences project sustainability

| The level of community participation influences project sustainability |
|---|---|---|---|---|---|
| 24 | 4 | 0 | 0 | 0 | **28** |
| 86(%) | 14(%) | 0(%) | 0(%) | 0(%) | **100(%)** |

**Source: field data, 2018**

The organization appreciates the importance of community involvement at all stages of the project cycle. Hence it conducts wide consultations with the community to identify their needs before deciding on suitable projects to implement. This was supported by 72% of the respondents. This has ensured there is a high level of community participation in the implementation of community development projects. Seventy one percent of the respondents concurred with this conclusion.

Community based organizations have a unique capability to of mobilizing the whole community to rally behind a program they deem beneficial. Thus, as intimated by Kangi (2011), it is important to enhance community participation from the initiation of the program since the community members have the knowledge on-the-ground experience.
Furthermore, the projects are designed to bring change to the community’s well-being. This brings about the much-needed ownership. Kangi (2011) agrees that ownership is the single most factor that can guarantee project sustainability. With regard to the Mirror of Hope, there is a high sense of ownership of projects implemented by this organization. This is a result of involving the local community in all decisions pertaining to the projects being implemented from the initiation stages. Ninety six percent of respondents indicated the sense of ownership of these projects is quite high.

As primary stakeholders, the community needs to identify fully with all projects implemented by the organization. Primary stakeholders in this context imply that without active involvement and ownership, projects would not be able to sustain themselves in the long run. Per the findings, all stakeholders especially the local community fully identify themselves with projects being implemented by Mirror of Hope.

Active participation by the community contributes to sustainability of projects. From the findings, all the respondents agreed with this statement whereby 71% strongly agreed while 21% agreed. A similar study by Kagendo (2013) reached to similar conclusions. It further established that the local community, being the primary beneficiary of project outcomes, it is involved in different ways. For instance, community members work hard to ensure the project succeeds and contributing to this success either financially, materially or labor.

The findings supported the study hypothesis that the level of community participation influences project sustainability. This applies to Mirror of Hope projects whereby all the
respondents agreed. Eighty six percent strongly agreed while 14% agreed generally. From the findings it was concluded that a direct positive relationship exists between the level of community involvement and sustainability of community-based undertakings.

A similar conclusion was reached by Kagendo (2013) who concluded that the local community or beneficiaries are partners in project implementation and management. They participate in formulation, planning, implementation and management. They support project continuity through labor, fund raising and material contributions. They actively participated in donor outreach activities (Kagendo, 2013)

### 4.1.9 INFLUENCING FACTORS

The specific objectives of the study were to establish whether and how financial resources, project monitoring and level of community participation influenced sustainability of projects of Mirror of Hope. Summary findings which form answers to research questions were presented on table 4.20 below.

Table 4.19 showing whether financial resources, project monitoring and community participation influence sustainability

<table>
<thead>
<tr>
<th>Statement</th>
<th>5 No</th>
<th>4 No</th>
<th>3 No</th>
<th>2 No</th>
<th>1 No</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial resources influence project sustainability</td>
<td>23</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>82(%)</td>
<td>18(%)</td>
<td>0(%)</td>
<td>0(%)</td>
<td>0(%)</td>
<td>100(%)</td>
</tr>
<tr>
<td>Project monitoring influences project sustainability</td>
<td>27</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>96(%)</td>
<td>4(%)</td>
<td>0(%)</td>
<td>0(%)</td>
<td>0(%)</td>
<td>100(%)</td>
</tr>
<tr>
<td>The level of community participation influences project sustainability</td>
<td>26</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>93(%)</td>
<td>7(%)</td>
<td>0(%)</td>
<td>0(%)</td>
<td>0(%)</td>
<td>100(%)</td>
</tr>
</tbody>
</table>
All 28 respondents fully agreed that financial resources influence project sustainability whereby 82% strongly agreed while 18% just agreed. This will be achieved where there is a comprehensive fundraising policy, qualified staff to write quality funding proposals and the organization has effective networking and donor approach strategies. While reaching to the same conclusions, Kagendo (2013) added that adequate financial resources contribute completion and continuity of the project until all objectives are realized. Another observation by Kagendo (2013) relates to timeliness of financial resources. Some funding pledges and commitments are not fulfilled on time thus interfering with project milestones. Nyamu (2015) too emphasized linked resource mobilization and project performance since CBOs heavily depend adequacy of funds for everyday activities. Financial resources are therefore essential. Overall, the study established a relationship between financial resources and project sustainability.

The study also established that project monitoring influences sustainability. Out 28 respondents, 27 or 96% agreed with this statement very strongly while 1 respondent or 1% agreed. It was established that for monitoring to be effective, the organization should have adequate monitoring tools. Performance indicators must also be well understood. In addition, monitoring process must be well understood and appreciated by both project team and stakeholders. Feedback from the monitoring process must be specific, in clear details and implemented without delay. Feedback should also serve as a learning tool. Finally, it should be undertaken on a regular basis.
The findings were in line with those of (Rondinelli, 1991) who also established that if community-based organizations are effective, a comprehensive monitoring, evaluation and feedback procedure must be developed. This serves to increase community’s readiness to support the project through either labor or donations. It also ensures that beneficiaries and other stakeholders take prompt measures to remedy situations as the case may be. Thus, monitoring ensures efficient operation and maintenance of a project.

Finally, the study investigated the influence of community participation. Per the findings, all respondents agreed that the level of community participation/involvement significantly affected project sustainability. Overall, 93% of the respondents strongly agreed that it affects while 7% agreed it does so. This is possible only when the organization conducts wide consultations with the community to identify their needs before deciding on suitable projects. The organization should also encourage the community to participate fully in planning and designing projects beneficial to them. These initiatives would ensure high community participation, ownership and active participation. These, according to the findings are critical influencers of project performance and sustainability.

The findings support those of Wasilwa, (2015) and Davids et al., (2009) both of which established that when a project continuously fulfills a people’s needs, they are able to align themselves with its objectives more easily. Individuals are more inclined to put extra efforts to ensure the projects perform to their full potential.

4.2 LIMITATIONS OF THE STUDY
According to Smyth, (2004), limitations indicate the challenges anticipated during data collection. These include data inaccessibility, uncooperative respondents, company confidentiality policies and fear among the respondents. They also include unanticipated occurrences. In this study, the researcher experienced cases some reluctance and resistance from respondents to fill and complete the questions, ambiguous answers to questions. There were delays in returning completed questionnaires and the researcher had to make frequent follow-ups. Some respondents also considered some information sought as confidential and hence failed to respond to some questions in the questionnaire. The researcher reduced the impact of this challenge by presenting the introduction letter from the college to the organization management or handout questionnaire with no names in it so respondent won’t be quoted by name. This reduced level of uneasiness thus enabling respondents to be more forthright with their answers.

4.3 CHAPTER SUMMARY

The chapter presented analysis, presentation and comprehensive interpretation followed by discussion and conclusions. Data analysis and results have been presented in percentages, charts and tables. Interpretation of data has also been undertaken and inference made in line with the research objectives.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 INTRODUCTION

This chapter provides a synopsis of major results of the research from which conclusions have made and tangible recommendations made with clear implementation accountabilities and milestones.

5.1 SUMMARY OF FINDINGS

The broad objective of the study was to investigate the influence of financial resources, project monitoring and level of community participation the sustainability of projects implemented by community-based organizations. Specific objectives were; to investigate extent to which financial resources affect sustainability of projects; to assess impact of monitoring on sustainability of projects and to assess the effect of level of community participation on sustainability of projects managed by Mirror of Hope. The study focused on answering the research questions which were modeled along the specific objectives. The investigation was also guided by the conceptual framework and operationalization model. The objective was to prove/disprove existence of positive relationship between the study variables.

5.1.1 INFLUENCE OF FINANCIAL RESOURCES

The first objective of the study was to investigate extent to which financial resources affect sustainability of projects. The study investigated whether Mirror of Hope had a fundraising policy, effectiveness of fundraising approaches, competencies of staff involved in proposal writing and quality of funding proposals. It also sought to establish
accountability of funds and relationship with donors and how these affect fundraising efforts. Findings were presented in tables figures.

Overall, the study established a direct link between financial resources and sustainability of community-based projects. The results of the study established that financial resources influence project sustainability. With regard to fund raising policy, 89% of respondents indicated it is in place while 11% disagreed. Thus, while there is a policy in place, all stakeholders need to participate in its formulation and review.

Majority indicated that quality of proposals was of average quality (57%). Fifteen percent indicated that they were of very high quality and 28% of high quality. It is evident that improvements on proposal writing are needed. Eighty nine percent of respondents agreed that quality of proposals has a direct influence on how much the organisation raises through proposal writing. Thus, the organisation must ensure that all funding proposals are of high quality and standards. Less than half (43%) of respondents felt funds were well managed and utilized. Forty six percent indicated management was average while 11% were not sure. It was concluded that prudent funds management was lacking.

This organization has a vibrant donor outreach. Relations with the donors are quite positive. This was supported by over 70% of the respondents. However, 14% indicated it is moderate while 11% were not sure. The organization needs to devise strategies to ensure this relationship with donors are maintained and enhanced. This highly recommended. All respondents agreed that the nature of relationship existing between community-based organizations and donors affects the level of donor support. Having
good relationships is critical for continuous flow of funding and could impact positively on the sustainability of supported projects and programs.

5.1.2 INFLUENCE OF PROJECT MONITORING

The second objective of the study was to assess the impact of project monitoring on project sustainability at Mirror of Hope. This was investigated using dimensions of monitoring tools, stakeholder involvement, performance indicators, frequency of monitoring and implementation of feedback.

The study therefore established a positive relationship and concluded that project monitoring is one of the factors that influence project sustainability. The study established that the organization has project monitoring tool. These are generally effective as indicated by 40% of the respondents. However, (46%) who were the majority indicated they were average while 14% felt they were not adequate. The study concluded that monitoring tools being used currently are not very effective hence a need to acquire all necessary monitoring tools and equipment to ensure effective monitoring and evaluation is carried on all projects.

All stakeholders understand the importance of project monitoring. This was supported by nearly all respondents whereby 32% supported very strongly, 43% strongly and 21% moderately. However, 4% indicated not all stakeholders fully understand the importance of project monitoring. Regular sensitization programs need to be considered so that all stakeholders especially the community understand and participate in the exercise.
The study further established that lessons learnt during monitoring and evaluation are appreciated and implemented without delay whereby 71% of those interviewed supported while 11% disagreed. Feedback from the monitoring exercise should be shared among all stakeholders so that everybody knows where the project is and what needs to be done to ensure its objectives are achieved.

The organization carries regular monitoring exercise to ensure this is achieved. This conclusion was supported very strongly by 18% of the respondents and quite strongly by 46%. Twenty five percent felt frequency of the exercise was on average regularly done while 11% indicated it was not regularly done. The study concluded that monitoring is on a regular basis but not fully participatory. The project team should involve the community in all monitoring activities. At the same time, it must use clearly understood monitoring indicators. The ones used are not fully understood as slightly above 50% of the respondents felt they were fully understood, twenty nine percent indicated they were moderately understood, 11% not understood and 75% not understood at all.

5.1.3 INFLUENCE OF LEVEL OF COMMUNITY PARTICIPATION

The final objective was to assess the effect of the level of community participation. All respondents agreed that the level of community participation/involvement significantly affected project sustainability. Overall, 93% of the respondents strongly agreed that it affects while 7% agreed it does so. This is possible only when the organization conducts wide consultations with the community to identify their needs before deciding on suitable projects. This assertion was strongly supported by 72% of the respondents and moderately by 21%. Only 7% did not agree. The organization should encourage the
community to participate fully in planning and designing projects beneficial to them. These initiatives would ensure high community participation, ownership and active participation. These, according to the findings are critical influencers of project performance and sustainability. As things stand now, the community participation in need identification and analysis is generally high over 82% agreed quite highly while 18% felt it was average. The management team is encouraged to enhance the participatory model.

Active community engagement has resulted in a satisfactory sense of ownership of the organization’s projects. As per the findings, 96% of the respondents fully felt they owned the projects being implemented and they were proud to be associated with them. Mirror of Hope projects are generally successful and sustainable. This conclusion was very strongly supported by 71% of the respondents and quite strongly by 21% of the respondents.

5.2 RECOMMENDATIONS

All factors considered influenced sustainability of projects undertaken by this organization. It was also concluded that there were shortcomings in handling and implementing some initiatives that would ensure high impact of these factors. Under the circumstances, the researcher made several recommendations. These recommendations, if implemented could guarantee a high probability of sustainability of these projects. This could have significant policy implications at the organization, NGO sector, and donor community and government levels. The success story could also energize researchers and academicians to conduct more comprehensive studies on other factors and with different
stakeholder profiles. These recommendations with a detailed implementation responsibilities, milestones and strategies are presented on the table 5.1 below.

Table 5.1 showing summary recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Responsibility</th>
<th>Milestone</th>
<th>Strategy for implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review fundraising policies. Involve all stakeholders</td>
<td>Top executives</td>
<td>On a regular basis in line with changing donor demands and reporting requirements</td>
<td>Each project/program to be budgeted for. Accurate forecasts both in medium and long term. All stakeholders to sign off the policy</td>
</tr>
<tr>
<td>Train program officers/coordinators on proposal writing</td>
<td>Departmental heads</td>
<td>On a regular basis</td>
<td>Identify training needs for all staff. Design suitable courses for each. Recruit staff with relevant skills</td>
</tr>
<tr>
<td>Prudent Financial management</td>
<td>Top executives/departmental heads</td>
<td>By 31st December 2018. Thereafter periodic review</td>
<td>Conduct a comprehensive audit of financial systems in place. Ensure internal controls are in place. Institute proper authorization levels. Justify all expenditure</td>
</tr>
<tr>
<td>Enhance donor outreach</td>
<td>Top executives</td>
<td>On a regular basis</td>
<td>Identify potential donors and sponsors. Create both local and international networks. Keep donors updated on all matters concerning programs they have supported. Deliver on project expectations</td>
</tr>
<tr>
<td>Review and update monitoring tools and indicators</td>
<td>Top management</td>
<td>By 31st December 2018</td>
<td>Involve stakeholders in identifying relevant and more effective</td>
</tr>
<tr>
<td>Recommendation</td>
<td>Responsibility</td>
<td>Milestone</td>
<td>Strategy for implementation</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sensitize the community on the importance of project monitoring</td>
<td>Program officers and coordinators</td>
<td>On a regular basis</td>
<td>Organize workshops and open days for the community.</td>
</tr>
<tr>
<td>Employ qualified monitoring and evaluation personnel</td>
<td>Top management</td>
<td>By 31&lt;sup&gt;st&lt;/sup&gt; December 2018</td>
<td>Encourage and finance monitors and evaluators to enroll for certification in project monitoring and evaluation. The course is offered by The Kenya Institute of Management</td>
</tr>
<tr>
<td>Introduce RRA and PRA to stimulate participation by the community</td>
<td>Top management, departmental heads, project/program officers</td>
<td>By 31&lt;sup&gt;st&lt;/sup&gt; December 2018. Every time a new program is being formulated/planned</td>
<td>Collect different shades of opinion from as many people as possible. Conduct detailed analysis. Comprehensive discussions during community meetings and discussion carried out in community meetings. Aim at reaching consensus on all issues.</td>
</tr>
</tbody>
</table>
REFERENCES


Kothari, C. (2004). Research methodology; methods & techniques, new age international publishers; new Delhi, India


Ministry of gender, sports, culture and social services (2005). Training report on community driven development and voluntarism for community capacity support Programme (unpublished)


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION
APPENDIX II
RESEARCH STUDY QUESTIONNAIRE

Dear sir/madam.

I am a Management University of Africa student pursuing a Degree Programmed in Development Studies. I invite you to take part in a survey aimed at establishing ‘the influence of financial resources, project monitoring and level of community participation on the sustainability of community-based projects’. The questionnaire will take approximately 30 minutes. Information collected will be handled with utmost confidentiality and for academic purpose only.

Thank you in advance.

PART A: BIODATA

Please tick (✓) one

1. Please indicate your level of education qualification

   KCSE □   Diploma □   First Degree □   Post-Graduate □

2. Please indicate which of the following best describes your position in this organization

   Top Management □   Departmental Head □   Clerk □
   Support Staff □

3. For how long have worked with this organization?

   Less than 1 year □   1 to 2 years □   3 to 6 years □   Over 6 years □
PART B: FINANCIAL RESOURCES

4. Would you agree that Mirror of Hope has a Fundraising policy?

- Strongly agree □
- Agree □
- Moderately agree □
- Disagree □
- Strongly disagree □

5. On a scale of 1 to 5 how would you rate the effectiveness of fundraising approaches being used by Mirror of Hope? (where 1=very ineffective; 2= less ineffective; 3= average; 4= effective; 5= very effective)

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
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</thead>
<tbody>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Does Mirror of Hope use proposals as one of the methods of fundraising?

- Yes, □
- No □
- Don’t know □

7. On a scale of 1 to 5 how competent are staffs in this organization in proposal writing? (where 1=very incompetent; 2= less competent; 3= average; 4= competent; 5= very competent)

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>
8. How would you rate the quality of funding proposals sent to potential donors? (where 1=very low quality; 2= low quality; 3= average quality; 4=high quality; 5= very high quality)

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
</table>

9. Would you agree that the quality proposals determine amount of funds raised through proposal writing? (where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree)

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
</table>

10. How efficient is this organization in the management and use of funds raised for various projects? (where 1=very inefficient; 2= inefficient; 3= moderately efficient; 4= efficient; 5= very efficient)

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
</table>
11. Would you agree that this organization is able to account for all funds raised for various projects? (where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree)

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

12. How would you rate relationship between this organization and donors? (where 1= very poor; 2= poor; 3= average; 4= good; 5= very good)

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

13. Would you agree that nature of the relationship between this organization and donors affects the level of donor support for various projects? (where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree)

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
PART C: PROJECT MONITORING

14. On a scale of 1 to 5 please indicate your agreement with the statements below
(where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization has adequate monitoring tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All stakeholders understand the importance of project monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lessons learnt during monitoring and evaluation are highly appreciated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and implemented without delay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring indicators are well understood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring is undertaken on a regular basis for all projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project monitoring influences sustainability of projects of this</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>organization</td>
<td></td>
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</tbody>
</table>

PART D: LEVEL OF COMMUNITY PARTICIPATION

15. On a scale of 1 to 5 please indicate your agreement with the statements below
(where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree)
This organization conducts wide consultations with the community to identify their needs before deciding on suitable projects.

The organization encourages the community to participate fully in planning and designing projects beneficial to them.

The level of participation by the community in the implementation of community development projects.

There is a high sense of ownership of projects implemented by this organization.

The community identifies fully with all projects implemented by this organization.

Active participation by the community contributes to sustainability of projects implemented by this organization.

The level of community participation influences project sustainability.

### PART E: SUSTAINABILITY OF COMMUNITY BASED PROJECTS

16. To what extent do the following benefits accrue to the community from continuity of community-based projects? (where 1= not at all; 2= little extent; 3= average; 4= great extent; 5= very great extent)
<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Self-Empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Helps to enlist more orphans and vulnerable children into the programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase number of interventions and projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realization of project goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial resources influence project sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project monitoring influences project sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The level of community participation influences project sustainability</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
APPENDIX III

SURVEY/QUESTIONNAIRE CONSENT FORM

COURSE NAME AND NUMBER: -----------------------------------------------

TITLE: INFLUENCE OF FINANCIAL RESOURCES, PROJECT MONITORING
AND LEVEL OF COMMUNITY PARTICIPATION ON SUSTAINABILITY OF
PROJECTS OF MIRROR OF HOPE

I, _______________ (participant’s name), understand that I am being asked to
participate in a survey/questionnaire activity that forms part of ________________
(student’s name) required research project in partial fulfilment of the requirements for the
award of --------- degree of Management University of Africa. It is my understanding that
this survey/questionnaire has been designed to gather information about the influence of
the following issues on projects of Mirror of Hope of which I am an employee:

- Financial resources
- Project monitoring
- Community participation

I have been given some general information about this project and the types of questions
I can expect to answer. I understand that the survey/questionnaire will be conducted in
person and that it will take approximately ------ of my time to complete.

I understand that my participation in this project is completely voluntary and that I am
free to decline to participate, without consequence, at any time prior to or at any point
during the activity. I understand that any information I provide will be kept confidential,
used only for the purposes of completing this assignment, and will not be used in any
way that can identify me. All survey/questionnaire responses, notes, and records will be kept in a secured environment. The raw data will be offered to me within four months of the completion of the course assignment. If I decline it, it will be destroyed by the researcher. I will also be provided with a copy of the student assignment at my request.

I understand that the results of this activity will be used exclusively in the below-named student’s Management University of Africa degree requirement and none of the information I provide will be published, in any form, in any journals or conference proceedings.

I also understand that there are no risks involved in participating in this activity, beyond those risks experienced in everyday life.

I have read the information above. By signing below and returning this form, I am consenting to participate in this survey/questionnaire project as designed by the below named Management University of Africa student.

Participant name (please print): _______________________________________

Signature: ______________________________________________________

Date: _____________________________________________________________

Please keep a copy of this consent form for your records. If you have other questions concerning your participation in this project, please contact me at:
Student name: Patience Kadurira

Telephone number: 0791759698   email address: pkadurira@yahoo.com

or my Management University of Africa Supervisor at:

Supervisor name: Professor Elijah Siringi

Telephone number: 0724971445

Thank you for agreeing to participate in my project.
## APPENDIX IV

### RESEARCH STUDY WORKPLAN

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic identification and approval</td>
<td>XXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concept, problem identification, research gaps, variables, conceptual framework, operationalization</td>
<td>XXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal, defense, amendments and approval</td>
<td></td>
<td>XXXX</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authorization, fieldwork,</td>
<td></td>
<td></td>
<td>XXXX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection, editing, coding &amp; analysis</td>
<td></td>
<td></td>
<td></td>
<td>XXXX</td>
<td></td>
</tr>
<tr>
<td>Report, discussion, amendment, defense, corrections, final report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>XXXX</td>
</tr>
<tr>
<td>Defense</td>
<td></td>
<td></td>
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</table>

xii
### APPENDIX V

**RESEARCH STUDY BUDGET**

<table>
<thead>
<tr>
<th>REQUIREMENTS</th>
<th>COST (KHS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessories</td>
<td>4,000</td>
</tr>
<tr>
<td>Typesetting and production</td>
<td>3,500</td>
</tr>
<tr>
<td>Spiral binding</td>
<td>3,000</td>
</tr>
<tr>
<td>Duplication and copying</td>
<td>2,000</td>
</tr>
<tr>
<td>Transportation</td>
<td>2,800</td>
</tr>
<tr>
<td>Telephone</td>
<td>1,800</td>
</tr>
<tr>
<td><strong>Grand totals</strong></td>
<td><strong>17,100</strong></td>
</tr>
</tbody>
</table>