

**STAKEHOLDERS INVOLVEMENT AND SUSTAINABILITY OF
COMMUNITY PROJECTS IN KENYA:A CASE STUDY OF KENYA RED
CROSS INTERGRATED COMMUNITY PROJECTS IN TANA RIVER
COUNTY**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
ARTS IN DEVELOPMENT STUDIES OF THE MANAGEMENT
UNIVERSITY OF AFRICA**

2021

DECLARATION

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

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This project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

I dedicate my research project to my family and friends. A special feeling of gratitude to my loving husband, Lazarus whose words of encouragement and push for tenacity still ring in my ears.

ACKNOWLEDGMENT

First and foremost, I thank The Almighty God for allowing me live to see this project through. I am forever indebted to my supervisor Juster Nyaga for her unwavering support, encouragements and patience through this process. I can never pay you back for all the help you have provided me, the experience you have helped me gain and the precious time you spent making sure my thesis is always on track. I hope you find some kind of satisfaction in this modest paper. Thank you so much. Special thanks go to the Management University of Africa and the Distance learning team for giving me an opportunity to further my studies. My gratitude also goes to my respondents who were very cooperative, offered their time and their willingness in providing the required information in filling in of the questionnaires. I would like also to appreciate the Tana River County Red Cross Society for their support with the required information.

ABSTRACT

The study purpose is to examine the influence of stakeholders' involvement on the sustainability of community projects in Kenya: A case study of Kenya Red Cross integrated community projects in Tana River County. The Kenya Red Cross Integrated Community Project in Tana River County is one such project. Specifically, the objective of the study is to assess the influence of project resource mobilization, project planning, project communication, and project monitoring and evaluation, and sustainability of integrated community projects. The study adopted a descriptive research design where a population of approximately 1419 stakeholders were involved. The study used Slovin Formula to extract a sample size of 312. Furthermore, stratified sampling and simple random sampling techniques were used to pick the respondents. Data was collected using questionnaire via electronic means. Data was analyzed using both descriptive and inferential statistics. The study found out that resource mobilization, project planning and project communication and monitoring and evaluation influenced sustainability of community project albeit at a varying degree and that project resource mobilization, project planning, project communication, and monitoring and evaluation were statistically significant. Moreover, the study concluded that resource mobilization, project planning and project communication and monitoring, and evaluation influenced sustainability of community project. The study concluded that project planning and project communication were statistically significant and positively related. However, resource mobilization, monitoring, and evaluation depicted statistically significant and negative relationship. The study concluded that project resource mobilization had a significant influence on sustainability of community projects and negatively related. The study recommends project stakeholders to adopt a wide variety of resource mobilization tools, and establishment of key structures and developing framework to help facilitate the coordination of community-wide efforts as well as establishment of an effective and coordinated communication process involving all relevant agencies and individuals with interest in community projects.

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ABBREVIATIONS AND ACRONYMS

DRR	Disaster Risk Reduction
DFID	Danish Fund for International Development
EDF	European Development Fund
GDP	Gross Domestic Product
GoK	Government of Kenya
IFRC	International Federation of the Red Cross and Red Crescent
ISDR	International Strategy for Disaster Reduction
JIA	The Japan International Agency
SDGs	Sustainable Development Goals
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
UN	United Nations
UNDRR	United Nations Office for Disaster Risk Reduction
UNISDR	United Nations International Strategy for Disaster
US	United States

OPERATIONAL DEFINITION OF TERMS

Monitoring and Evaluation	This entails decision-making associated with the progress of the project in the context of project sustainability.
Project communication	This is a process of interaction between stakeholders in which information is generated and shared about project activities.
Project planning	The process involves defining the objectives and scope, goals and deliverables, and assigning tasks and budgetary resources for each task
Resource Mobilization	It is capability of a community's members to acquire resources and to marshal people towards achieving the project's goals.
Stakeholders Involvement	Government, organizations and individuals working individually or in partnerships to realize community project objective
Sustainability	A community's ability to endure and recover from abrupt system and shock over time

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The purpose of this section is to provide a detailed overview of study background, objectives, research questions, significance of the study and the scope relating to key issues that included project resource mobilization, project planning, communication, and project monitoring and evaluation, and how they impact on project's sustainability of local projects.

1.1 Background of the Study

Globally, the rate of natural catastrophe continues to exhibit an upward trend in the recent decades (Guha-Sapir et al. 2012) and “the form and nature of emergency and disasters is fast shifting” (Boin 2009). Most of the people exposed to risks have attempted to build mechanism to cope with contemporary disasters just before they have successfully emerged out of previous disaster. Furthermore, these disasters have turned to be more severe and this poses a serious problem of integrating disaster risk reduction, climate change and international development. However, the world community is cognizant of the adverse effects of disaster and point out that its effects spread beyond the geographical boundaries of any country, although, vulnerability to disaster may differ from one circumstance to another.

All over the World, disasters have continued to be one of the major challenge due to the suffering and devastation it inflicts on vulnerable society. In the space between 1994 and 2013, approximately 218 million human beings constituted the greatest casualties of the disaster in the worldwide (CRED, 2015). In Asia alone, during the intervenig period, disaster struck the continent 2,778 times, leading to large-scale havoc, affecting close to 3.8 billion inhabitants and about 841,000 loss of human lives. In Kenya, the 1997-1998 El Niño floods is believed to have wreaked havoc of sizeable magnitude estimated to be greater than 11 % of GDP; transport infrastructure and water supply infrastructure damage estimated at KSh62 billion KSh3.6 billion respectively (US\$ 45 million) supply infrastructure. According to GoK, (2013), the cost of flooding is approximately 5.5 percent of country wealth every seven years.

Recently community resilience has gained attention as a critical concept for characterizing and measuring the capacity of society to forecast, absorb, accommodate or regain from the impacts of a perilous circumstance in a timely and

efficient manner (Patel et al., 2017; Berkes and Ross, 2013). The level of community is regarded critical for building resilience following the aftermath of disaster. Most communities in Kenya are exposed disasters such as floods and drought among others. The government in conjunction other stakeholders have devised plans to arrest or alleviate the impact of environmental hazards. The Kenya Red Cross Society working jointly with other humanitarian organizations such as CARE Kenya, have constantly engaged communities at local level to reinforce resilience to calamities.

Floods and drought related projects play a primary role in disaster risk reduction and sustainable development. Floods-based ventures are normally carried out as a response to acute floods without taking into account long-term sustainability aspect in their planning and design, due to inadequate resources, which often leads to the project failing to attain expected flood risk reduction, aggravate socio-economic and environmental degradation, and giving rise to emerging risks due to unpredictable development (Wamsler, 2004, Schipper, & Pelling, 2006). IFAD (2006) identified factors that impact either positively or negatively on project sustainability: the political climate through the legislation of appropriate policies, stakeholder interests and political meddling; social and institutional framework, operationalizing the policy, staffing, recurrent outlays; economic resilience, financial gains, and capacity building for operations and maintenance process.

There are many aspects that affects sustainability of projects: they include project planning and design, coordinated execution, and oversight aspects to remedy weak areas as augmentation is undertaken on the functional areas (Isabaliijaa, Kituyi, Mayokab, Rwashana & Mbarika, 2011). Kumar (2002), affirms that inclusivity and decisive involvement of all key people creates a true sense of pride and ownership of the project. The active involvement ensures that the project can survive its existence for intergenerations equity (Garande & Dagg 2005). The one-man-show strategy denies the project of its momentum as persons are overburden by the load of responsibilities. The resource provisions by the local inhabitants particularly in reference to the technical efficiency and financial aids is vital to community projects.

1.1.1 Stakeholder Involvement

Stakeholder involvement has recently been introduced as a critical area of sustainable community project. Globally, donor funded ventures go along way in supplementing

the community's role in the socio-economic developmental needs of the society namely: education, health, water, agriculture, environmental and achieving sustainable management (German, Ramisch & Verma, 2010). Similarly, sustainability in project perspective has emerged as an important methodology to address the ever increasing catastrophic consequences of hazards and disasters. Furthermore, many development projects provide the most needed source of community renewal. The long-term value of these projects is not limited to the employment creation, enhanced community relations, local empowerment, enhanced economic status, environmental restoration but also improvement of the standard of life in the locality through environmental evaluation and/or cleanup (Kizlik, 2010).

According to Witkin, (2004) stakeholder involvement plays a significant role in sustainability of community project. Stakeholders fulfil important functions in project performance. Generally, a project can be said to be a series of activities that ought to be completed to obtain specific outcomes. Luyet et al. (2012) has also shown that stakeholder involvement is self-evident in community development approaches and that it is not only a prerequisite for change but also beneficial for empowering and partnering anchored on particular interest of the stakeholder to the project. It is therefore imperative for stakeholder engagement to be recognized as core element of any “sustainable development Programme (Bal, et al, 2013). The involvement of stakeholders in management of community projects perform vital roles in resource mobilization that affect project's performance . Stakeholder's involvement offers a forum for inhabitants to be informed about project's event and to take part in making decisions that ultimately affects their community (Witkin, 2004). Stakeholder's resource mobilization and empowerment are vital in donor funded and managed ventures.

1.1.2 Project Resource Mobilization

According to Densford, James and Ngugi, (2018), resource mobilization is the process that entails mobilization of funds, deployment of human capital, acquisition of tangible assets, community involvement, responsibility and transparency, financial accounting and management. Society of Public Health Education (2010), defines resource mobilization as an activity by which the communities, persons or groups undertake and evaluate donor funded projects to effect sustainable interventions

programmes. Moreover, total engagement of the stakeholders serves to increase the feeling of project ownership of any given disaster management interventions that might contribute towards sustainable community disaster resilience (Sirgy *et al.*, 2011).

Furthermore, in order to plan and undertake community programmes in vulnerable communities, it is a imperative to incorporate the most pressing issues and views and of many stakeholders who consists of not only the responsible stakeholders involved in making decisions, but also the affected stakeholders such as the residents who are largely affected by the choices of the decision makers. The participation of stakeholder in community resilience building project require for effective decision-making in ensuring adequate resource allocation and building of strong foundations. According Kapucu and Garayev (2011), integrated community disaster resilience result into timely response to disaster, reduction in destructions and loss of life and improvement in living standards of households (UNISDR, 2018).

1.1.3 Stakeholders Involvement in Project Planning

Stakeholder involvement in project planning tasks entails defining the activities to be undertaken in terms of quality and goal, the level of resources required and their appropriation, the requirements definition of schedule, assessment of different risks and determination of delivery methods. The initiation phase defines and establish the scope and the nature of the tasks to be undertaken. If this stage is unmanaged, the project performance will be likely jeopardized in achieving the community expectations (Nijkamp *et al.*, 2002). The stakeholders should have a clear insight of the project environment and ensuring all requisite and technical specifications are embedded into the project.

According to Albert, (2004) any deficiency should be pointed out, reported and a deliberate measure to resolve them. The initiation stage which marks the commencement of project execution should include a detailed plan that entails the crucial activities: choosing of the best alternative project matching with the need of the community or organization, realizing the benefit of the project, assigning project manager, defining the needs and requirements into realistic goals, evaluating costs and benefits analysis, identifying source of funding, stakeholders analysis which

include project team support, project chart, costs, tasks, deliverables and schedule etc. In addition, project planning will also outline the various roles and responsibilities of different stakeholders and bolstering good working relationship among them is also generally appropriate for project success.

1.1.4 Stakeholders Involvement in Project Communication

Effectiveness in stakeholder's communication management is a vital tool for community resilient building project. Without communication, various stakeholders involved in a project can be left guessing about everything and even the nature of decisions that have been made. Communication is an important tool that keeps all stakeholders with up-to-date information on the project progress, but also entices them to buy-in and ownership of key project decisions and milestones. Information generation and sharing is a crucial element of stakeholder's involvement in donor funded project execution. Information can also be separately produced by stakeholders and disseminated to project's stakeholders, or jointly generated by both (Zungu & Fore, 2014).

In order to promote success of a programme a lot of information such as expectations, goals, needs requirement, resources, progress statements, budgets and purchase requests, must be shared on a constant basis with all stakeholders. Moreover, communication breakdown is generally considered as unacceptable justification for project failure. Stakeholders should be encouraged to communicate their expectations through suitable open communication channel while at the same time establish that the stakeholders comprehend and offer support to the project. Sound reporting allows for transparent accounts that require certain the degree of community involvement. Thus, if projects allow beneficiaries to make their contribution-and if they are flexible, well-coordinated and managed well at the local level-with smooth flow of information then individuals willingly engage in reporting of outcomes (Mukherjee & Purkayastha, 2011).

1.1.5 Stakeholders Involvement in Project Monitoring and Evaluation

According to Abalang, (2016), monitoring and evaluation consists of a set of elements that are related in a structure and it is deployed to track the implementation and outcomes of a project. Stakeholder involvement in monitoring and evaluation

encompasses decision-making associated with the progress of the project in the context of programme sustainability. Furthermore, effective decision making through engagement with people often impacts on sustainability of programme. Involvement of stakeholder in this phase aids to identify bottlenecks and challenges encountered in the project. It evaluates the planned works against actual results to assess the progress and performance. The process of assessing the real circumstance of a project is called evaluation of project and therefore evaluation is essentially important to establish if the project is being managed well or not.

Pasanen and Shaxson, (2016) defined monitoring and evaluation as a collection of indicators, instruments, procedures and human capital that are required to determine if a project has been executed according to planned activities and is producing the desired results. Moreover, project is usually evaluated at both stages before approximating the impact of every factor and analyzing the performance of each element in the project success, (Bhim Chimoriya, 2014). Stakeholder involvement in monitoring often affects development project performance since affected stakeholders in monitoring phase bolsters the probability of success. Coulter (2010) notes that firms play pivotal role in project monitoring and supervision and stated that there is a positive and strong relationship between stakeholder involvement in the monitoring phase and the influences of those stakeholders are usually reflected in the success of projects.

1.1.6 The Kenya Red Cross Society

The Kenya Red Cross Society (KRCS) is a humanitarian establishment set up on 21 December 1965 by an Act of Parliament, Cap 256 of the Laws of Kenya. The Constitution of KRCS derived its authority from Geneva Conventions of 1949 and other international Protocols of 1977 to which Kenya is a signatory. Initially, this NGO operated as a subsidiary of the British Red Cross in the period between 1939 and 1965. It is also a organ of the International Federation of the Red Cross and Red Crescent Societies (IFRC) since 1967. This society boasts of more than 69.000 members/volunteers and wide network of about 56 Branches located in different counties of the Republic of Kenya. Any individuals and organizations are free to become members as the Society does not practice any form of discrimination including ethnic, sex, religion, social status, or even political affiliation.

The Society's mandate is well articulated by Objects of the Society contained in Article 3 of the KRCS Revised Constitution (2005). Its Objects stipulate that the society will take active part civil conflict, and in peace mission to act on behalf of all war victims and will make effort to improve health, prevention of disease and the reduction of sufferings. KRCS provide emergency relief services for the victims of disasters and will educate the citizens on preparing and responding to disasters when they happen. It also promotes the involvement of children and youth in the activities of Red Cross. Finally, KRCS collaborate with the public bodies in upholding International Humanitarian Law and to promote the Red Cross and Red Crescent emblems.

1.1.7 The Concept of Sustainability of Project

Project sustainability entails determining the continuity of a venture until the project achieves its set goals (Mulwa, 2010). For any project to attain sustainability, it must be executed by way of strategic approach that consists of four main components: future orientation, external emphasis, environmental fit and process orientation. Community Projects are essentially social programs directed towards social processes aimed at changing the current social structures and institutions simultaneously with the objective of shifting social behavior of its community. In other word, project sustainability can be reflected in the ability of the members to withstand drastic shifts and adapt to new environment.

Sustainable projects consist of short term outcomes that are most regarded by the stakeholders such that they are willing to forego present consumption and direct their limited resources to the venture to ensure it generates sufficient outputs in the distant future. Sustainability reflects a holistic perspective covering several indicators that should be tracked to enhance project continuity (Bagheri & Hjorth, 2007). According to United Nations, (2002) a self-sustaining community project must be capable of satisfying the aspects of economic development, environmental protection and social development need. However, any project that fails the test to satisfying the economic needs of the members rapidly loses its relevance and the community become disinterested in it. The capacity of a community to sustain itself is dependent on the degree of resource extraction, the growth and maintenance or its degradation.

1.1.8 Sustainability of Projects in Tana River County

Perennial drought and floods have had adverse effect on communities in Tana River County over the last decades, thus affecting the households negatively and jeopardizing their ability to cope. These hazards aggravate the degree of poverty in these geographical locations, which in turn leads to catastrophe of greater proportion that leave many people poorer. Nearly 77 per cent of the inhabitants live below the poverty mark with most people unable to satisfy their necessity and thus they depend heavily on relief food or handouts (KRCS Tana River Food Security Livelihood Baseline-May 2009).

In Kenya, various community development projects have been undertaken across the counties in order to meet various development needs. The Japan International Agency (JIA) in 2010 undertook to deal with water shortage by helping in construction of boreholes in Kisii. (Kisii, com, 2011), the Swiss Development Cooperation (SDC) worked with Garissa County to construct four sustainable dams, six shallow wells and eight ventilated latrines so that they could solve the problem of water and sanitation. These development initiatives were geared towards implementing development projects at local level such as water projects, health and education facilities across the country. Government funded projects funded and NGOs projects funded are usually implemented to improve the welfare of the locals as the level of poverty reduced (Chandago, & Kisimbii, 2020). In addition, majority of county funded undertakings in Meru County could not continue to be beneficial to the beneficiaries upon the completion (Mburu & Makori, 2015).

KRCS invested a whopping USD 700,000 in Tana River drought recovery project that was geared towards addressing the loss of household property occasioned by drought, hastening the recovery pace by subsidizing farm inputs and consequently promoted new food and income production activities that eventually help the communities to deal with climate change and future drought. The project transformed people who practised pastoralism to farming and as a result, the Madogo residents are now self-reliant on food production; and they do not rely on relief food.

In another project dubbed "Tana River Maternal Child Health Project 2011" KRCS in partnership with Japanese Government committed USD 400,000 to communities in Madogo area in Tana North District. The support project embraced an integrated

approach that supported new agricultural practices, and maternal and child health. The project was earmarked to serve 20,000 beneficiaries. The health activities centered on setting up a maternity wing and mobile clinics, giving out 5,000 mosquito nets to expectant mothers and children and carrying out campaign on immunization and malaria. On the other hand, agricultural practices centered on establishing four greenhouses to support feeding programmes and trained 300 farmers on farming best practices. These interventions in 2012 posted remarkable success where farmers shifted from pastoralism to irrigated farming which shore up food production thus shifting from subsistence farming; farmers had produced more than they could consume. The overproduction created a need to set up a market. In enhancing sustainability of the projects, KRCS is has been working with the Government official in establishing a savings cooperative to help community.to find marketing for their produce.

1.2 Statement of the Problem

Sustainability is a major issue that affects most of the development projects in many developing nations. According to Institute of Economic Affairs (2014), projects are usually undertaken with the motive to yield long-term benefits even after the funding has been terminated. Sustainability of any project means that the accrued stream of benefits from a given project can be extended for a duration of time based on the economic and social capital committed in the venture (Bjarstig, 2017).However, most projects, implemented by local and foreign development organizations, do not necessarily produce intended results.

In spite of the overwhelming suggestions on how to undertake project stakeholder management, a constant stream of project' collapse stemming from unsatisfied stakeholders has been reported. Community participation in the projects at the lowest level has been poor, thus creating problems of operation and maintenance especially in water projects (Kwale County Development Plan Report, 2018).Most development ventures have balked or failed due to inadequancies of certain basic participatory element involving people and because of the blunders, management pitfalls emerge and impede the survival of the venture and their success. Coleman, Manyindo, Parker, and Schultz, (2019) views involvement as an end on itself in strenthening projects while some authors perceive participation as a means to an end through participatory need identification as well as participatory budgeting.

In Kenya, majority of projects undertaken tend to encounter serious challenges with sustainability (Mburu, 2017). Sustainability concerns have been hindering realization of returns expected of the projects inspite of funds being committed to implement projects in Kenya (Wafula, 2017). Most of ventures continue to face serious sustainability issue and especially NGOs and Governments funded projects with majority failing few years after completion.. However, researchers' finds no research has been carried out touching on establishing the influence stakeholders' involvement and projects' sustainability in Kenya. It is against this backdrop that the study purpose to investigate the influence stakeholders' involvement and sustainability of community projects in Kenya.

1.3 Research Objective

1.3.1 General Objective

The main objective is to assess the influence of stakeholders' involvement on the sustainability of integrated community projects in Kenya: A case of the Kenya Red Cross integrated projects in Tana River County.

1.3.2 Specific Objectives

1. To assess the influence of stakeholder's involvement in project resource mobilization on sustainability of community projects.
2. To determine the influence of stakeholder's involvement in project planning on sustainability of community projects.
3. To establish the influence of stakeholder's involvement in project communication on sustainability of community projects.
4. To examine the influence of stakeholder's involvement in project monitoring and evaluation on sustainability of community projects.

1.4 Research Questions

The questions were formulated as follows:

1. How does stakeholders' involvement in project resource mobilization influences sustainability of community projects?
2. What is the influence of stakeholders' involvement in project planning on sustainability of community projects?
3. To what extent does stakeholders' involvement through project communication influences sustainability of community projects?

4. How does stakeholders' involvement in project monitoring and evaluation influences sustainability of community projects?

1.5 Significance of the Study

The findings of the study will be valuable to the managers of Integrated Community Projects in Tana River County. The results of the study will help to re-assess stakeholders' engagement approach with the objectives of identifying conflicting interests of all stakeholder in the process. This will be geared towards addressing the current crisis the project implementors face with locals over engagements from time to time

The findings of the report will be important to the policymakers to realign the prevailing policy and regulation with key stakeholders and especially with regards to community involvement strategies for projects that affects the community in order to ensure high stakes in project performance. In addition, the study will also be helpful to other government department mandated to supervise government projects in the country.

The scholars and researchers will find the study valuable as it will add onto existing literature. The scholars will gain more insight regarding the contribution of engaging stakeholders to guarantee sustainability of community projects and as a result they will be able to conduct further research on the identified gaps.

1.6 Scope of the Study

The study was restricted to assess the effects of stakeholders' involvement and the sustainability of community projects in Kenya: A case of the Kenya Red Cross projects in Tana River County. The study focused on Kenya Red Cross projects in Tana River County, Kenya. The study covered a period of nine months from September 2020 and ended on April 2021. The study was undertaken in Tana River Basin in South-Eastern Kenya in such as areas as Chewele and Chewani villages in Tana River County. These areas experience frequent disasters such as droughts and floods, which have devastating effects on the economy and livelihoods communities in the regions.

1.7 Chapter Summary

This section clearly outlines the subject matter of the study highlighting detailed background of the study, the statement of the problem of the study, objective of the

study and research questions, significance of the study as well as the scope of this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter brings into perspective the literature based on the study research issues to be addressed: The study clearly covers research issues: project resource mobilization, project planning, project communication, and project monitoring and evaluation, and sustainability of community project.

2.1 Theoretical Literature Review

The theoretical review helps the study to identify the significance and interrelation of the variables in a study. This study is anchored on stakeholder theory and supported by general system theory and decision-making theory. These theories will help to expound the inter-relationships among project stakeholder's involvement in project management.

2.1.1 Stakeholders Theory

The origin of stakeholders theory can be traced from Eric Rhenman (1964) who recognized the influence of external and internal stakeholders to the businesses. The concept was later adapted by Freeman (1984) who effectively popularized the stakeholder theory, and several scholars took his research as the basis for an interpretation of the stakeholder theory. The stakeholder theory is one of the most powerful means of understanding the firm and its environment. This theory is intended to expand the management's vision of its obligations and responsibilities beyond the profit-oriented maxim and community identified in the input-output models of the firm, to also incorporate interests and claims of non-stockholding groups, Maina, (2013). According to Patton (2008), the stakeholder's model suggests that all community or groups have different stake in projects do so to derive value and the priority of interests and benefits ranks equally. Associated corporations, potential employees, prospective customers, and the larger public must be taken into account.

Overall, the primary idea of this theory is to help leaders to understand stakeholders and adopt strategic view in their management (Patton, 2008). The managerial significance of stakeholder engagement has demonstrated that fair treatment of

stakeholders is beneficial to the future survival of the firm (McManus, 2004). However, the stakeholder theory whose origins is well founded in strategic management found its way in different of fields albeit in different but quite distinct ways that involves a variety of methodologies, conceptualization, kinds of evidence and basis of evaluation (Oakley, 2011). The stakeholder theory is an important framework that attempts to guide business ethics, morals and values when managing different parties with stake in a project or firm. It seeks to improve relations with stakeholders, thereby enhancing efficiencies in the entire project or firm. The management of project is often paramount in order to ensure that stakeholders' needs and interest are satisfied (Eskerod, & Huemann, 2013). However, the theory suffers a fair share criticism in that the interests of different stakeholders cannot be balanced against each other. This is because stakeholders represent such a large and diverse group with competing interests.

2.1.2 The General System Theory

Systems theory was first postulated in the 1940s by Ludwig von Bertalanffy. Initially the theory had been developed for biological sciences but its application was later incorporated into other fields of study after its modification into general systems theory. The theory define system as set of interrelated but interdependent components, attributes and internal relationships that interact in an environment. A system is therefore a sophisticated arrangement of components that include individuals and their beliefs, and how their interaction in an environment. It follows that all systems are essentially made up of more than one interrelated components that constitutes an ordered whole and each of the sub-system can affects the rest of system either partly or wholly. The axiom that "a chain is as strong as the weakest" is best demonstrated by this theory. The implication of analogy is that reinforcing one component of the system will make the whole system stronger. Therefore, this theory provides a framework by which an individual can probe and/or identify any set of elements in a work relationship to yield expected outcome.

Drought and flood disaster management calls for a systematic analysis and management of the impacts of hazards through reduced exposure, reduced individuals and property at-risk, effective management of land and the environment, and enhanced preparedness for calamitous occurrence, (ISDR, 2005). Stakeholder's

participation demands public to take part in the analysis and dealing with serious threats caused by hazards and developing resilience capabilities. Goyet (2010), discount the long held belief that drought affected community would be unable to withstand disaster shocks and thus incapable of surviving as superseded by fact that many times people emerge more stronger and resilient after calamity. Stakeholder's involvement plays a pivotal role in disaster risk management and people should be allowed maximum leeway to participate in disaster reduction and response programmes (Mainlay & Tan, 2012).

The public are normally involved in needs evaluation where they communicate their views regarding desired improvements, prioritizing goals and reaching consensus with agencies for synergy building by engaging in planning and designing interventions. These interventions helps in devising suitable objectives, setting targets, and criticizing plans in light of indigenous knowledge in relation to disaster management. In applying the system theory, the researcher considers a project as system that comprise of various elements that include the community, the donors, implementing agencies and recipient, among others. They are interdependent and every stakeholder performs a key role that impact on the success of a community integrated resilience building projects. This imply that neglecting stakeholder involvement practices will have an effect on the project sustainability.

2.1.3 Decision-Making Theory

The modern organizational definitions is traceable back to von Neuman and Morgenstein (1947),who postulated a normative decision theory from the utility theory applied to economic decision making. Decision-making is a problem-solving task that is concluded once an acceptable solution is obtained. It involves choosing one or more choices over others alternatives taking into account the unavailability of knowledge and unpredictability about future (Shih, 2007). The value maximization paradigm is rational-based while intuitive reasoning approach individuals can include irrational factors in the decision making process (Levy 1992, Ariely 2008). For instance, given the two possible outcomes in decision making into either one of which a stakeholder may put himself, the stakeholder will choose proactive instead of reactive (or vice versa).

The decision making theory is primarily concerned with predicting such decisions (Edwards, 1954). Prospect theory advanced by Kahneman and Tversky (1979) remarkably reinforced decision-making theory through the theory of risky choices. This theory augments value maximization model by addressing three principles: expectation; asset integration; and risk aversion. Moreover, the theory of decision making is largely anchored on value maximization paradigm and intuitive reasoning paradigm (Ariely, 2009). Those two paradigms help us to identify stakeholders' behavioural approaches against disasters, although the realm of decision theory considers various attributes and paradigms such as risk perception, unpredictability and complexity (Sementelli, 2007). The first paradigm assumes that human beings shows tendency to maximize the value of choosen alternatives based on their desires. The second paradigm implies that decisions by human beings are influenced by complex factors. Therefore, in value maximization paradigms, people exhibit rational behaviour but in intuitive reasoning paradigms humans might not involve material factors in the decision-making process (Levy, 1992; Ariely, 2009).

The current study has adequate formal models for approximating the possibilities of events such as the impacts of disasters. In this case, an intuitive reasoning paradigm is the only feasible approach for evaluating uncertainty (Tversky & Kahneman, 2013). Based on the idea of expected utility, the value maximization paradigm presupposes that a decision maker will choose the alternative that maximizes the weighted factors derived by utility functions. The value maximization paradigm suggests that an individual is rational if, and only if, their behaviour maximizes the expected value of the bundle of probable outcomes.

In the field of management, the decision theory provides frameworks for the management to make a decision and solve problems. The principal advantage is derived from the very definition of a project “a distincts set related of activities with a start, an end, and a well-defined outputs” imply that everyone can highlight the tasks at the onset, offer contingency options, and maintain a consistent project vision during the life of the project. However, the “performance paradigm” that is employed to aid project management holds true only in the environment of stability or in a time-limited, change-limited situation and does not take account of total view of management.

2.2 Empirical Literature Review

There exist empirical studies linking stakeholder's involvement and sustainable of community resilience building projects. The section purposefully reviews past literature that attunes itself to the research. For this study, the study purpose to establish the influence of stakeholder involvement in resource mobilization, project planning, monitoring and evaluation sustainable community disaster resilience.

2.2.1 Resource Mobilization and Sustainability of Community Projects

Resource mobilization plays a key role in success of community projects (Thompson, 2005). According to McCarthy (2001), resource mobilization underscores the capacity of a community's members to obtain resources and to marshal people towards attaining the project's goals. This is sharp contrast to the collective behavior theory that considers social movements as deviant and irrational. Resource mobilization regards them as rational social institutions, established and supported by social actors in pursuit of attaining a political action (Anderson & McFarlane, 2010). Enhanced resource mobilization that involves community and governments increases the achievement of long-term community development objectives. Kizlik (2010) opined that community-based development largely depends on communities' ability to use their social capital to empower themselves and take active role in development programmes. Thus, terminologies such as participation, community, and social capital are useful guide that directs how community involvement in resource allocation is conceptualized and actualized.

According to Friedman, (2002) increased resource allocation facilitate expansion in the scale and breadth of community-based organizations and, in many instances, can improve their professionalism and foster sustainability of community health programs response. It has also been lauded as a tool of promoting greater accountability, sound programme definition and deeper insight of monitoring and evaluation of programmes at the lowest level. However, inadequate resources at local-level usually curtails the value of additional health projects financing. Jamil, (2004) argues that while a number of organizations at the local level have managed to mobilize funding consistently in order to fulfil their missions, several organizations often suffer in their effort to solicit funding to sustain community health project response. Short term goal for survival of the organization take precedence over longer-term developmental goal, such as skill

growth in staff, capacity building, social infrastructure and the development of networks between organizations.

According to Phillips & Pittman, (2009), stakeholder's participation also helps to validate the project and thus empowering community to demonstrate their ownership especially for donor funded project. Moreover, for any donor funded project to be successful, it must ensure planning is equally matched with a corresponding action but also the community stakeholders must dutifully commit to the ownership of the plan (Sharma et al., 2011). According to DeFilippis *et al* (2010), the basic goal of any community ownership program should be directed towards fostering community confidence and independent attained by establishing of self-supporting projects, effective channel for stakeholders' decision making and leadership renewal (Dheepa & Barani, 2009). Gofin and Gofin (2010), state the prime factor that affects community ownership of donor funded projects is involvement which is usually dependent on the projects' context. Stakeholders' involvement in disaster management is a key since it involve the art of mobilizing people to play an active role in the projects; and thus community should be viewed as a unit of identity through resilient building of strengths and resources within the stakeholders (Kizlik, 2010).

Stakeholders plays a vital role during the life cycle of donor funded organizations projects. Due to their skills and knowledge, these organizations can maintain the cost of extending crucial services lower than market would be. Where community members are respected, felt appreciated and given meaningful work to do, they are converted to an invaluable asset to the organization (Westein, 2003). Bray (2008), states that community identification and recruitment training is time consuming. More often, many donor organizations employees prefers carrying out the job themselves than to recruit project team members to complete the task. This is a very short sighted point of view, though.

Stakeholders-driven development projects achieve success by eliminating information asymmetry, drawing out project priorities straight from communities and giving communities opportunity to point out projects and suitable recipients of private benefits, extending the financial resources available to the needy via credit, social funds, capacity building, and training, and reinforcing the civic capacities of communities by sponsoring organizations that acts of their behalf, (Lee & Reeves, 2009). The merits from stakeholders -driven development are huge. It has clear target

of reversing power relations in a way that build agency and mouthpiece for poor, giving them more power to control development assistance (Naqvi, Aziz & Rehman, R. 2011). This process ensure allocation of projects development funds are flexible and responsive to their needs of the community and thus promotes sustainability of community projects.

Densfordet (2018), in his study sought to establish the effect of project resource mobilization on performance of road infrastructure projects by local firms in Kenya. The study revealed that obtaining of tangible resources was a major hurdle in performance of the projects and that locally built road projects were likely to take unnecessarily longer due to insufficient equipments in the construction firms. Although the study emphasized the impact of resource mobilization on project performance, it failed to the relationship that exist between resource mobilization and project sustainability.

Muniu, Gakuu and Rambo (2018), purposed to stablish community involvement in resource mobilization and sustainability of water projects in Kenya. The study targeted a total of 1052 residents who were beneficiaries of water projects. The study selected interviewees using stratified sampling that involved there strata; beneficiaries, focus group and project officers. The study findings established a moderate correlation between participation in resource mobilization and sustainability. The study also established a significant independent effect of participation in resource mobilization on sustainability.

Shuja and Abbasi (2015), carried out a study to investigate the influence of resource mobilization on the business continuity management practices in banking. The researchers collected data from employees drawn from twenty firms in Lahore, Pakistan where a total of 274 respondents took part. The results implied that resource mobilization is an effective component employed to execute business continuity and disaster and crisis management plans and that coordination of organizational resources during crisis entails planning, acquiring and organizing resources critical for restoring the affected or exposed units so as effectively respond a crisis or disaster and folster successful recovery and continuity of the business tasks.

Riziki, Atera, and Juma, (2019) purposed to analyze the impact of resource mobilization on sustainability of water projects in Kakamega county. The researcher used explanatory survey design to give account of the hypothesized relationships.

Using Taro Yamane's sampling technique a sample of 217 participants was drawn from population of 474 individuals. Data was obtained through structured questionnaires. The study concluded that resource mobilization substantially affected sustainability of water projects.

2.2.2 Project Planning and Sustainability of Community Projects

In the initiation phase, a project roadmap is drawn with lucid details. The chief reason for this task is to plan time, cost and resources needed in order gauge the amount of work required and to effectively control risk once the project starts. This initial stage set out project's activities that calls for proper planning since failure to plan adequately can greatly jeopardize the project's success and therefore fail to attain its intended goals (Nijkamp *et al.*, 2002). Planning involves defining the type of the project, defining the project scope, establishing the project management plan, and identification and scheduling the key activities to be executed in the project. Rao, (2001) describes planning as a series of related activities which are intertwined right from conception to the closure phase. This demonstrate that planning must include all necessary activities detailing specific tasks such as scheduling, break down structures, time estimations and project's contract. It should also include a baseline to track if a project progress.

Harold, (2003) contend that project management generally comprises of planning, organizing and controlling organization resources for a short – term project set up to achieve specific goal. Planning usually entails establishing plan, preparing statement of scope; choosing the team, establish deliverables and formulating work breakdown structure, identifying the key activities to be accomplished, assigning roles and responsibilities and; determining the resource required; scheduling time and cost for activities; preparing schedule; generating budget, controlling risk; obtaining formal sanction to commence work (Rosario, 2000).

Furthermore, other vital processes involved in this phase may include planning communications and scope management, establishing roles and responsibilities, establishing items to be acquired for the project and convening a kick-off meeting. The most popular technique employed in the planning are project plan and milestones reviews which aid in tracking performance. The officials involved in running the project are normally tasked with planning role on full time basis. During this stage,

the project officials prepare the project budget, project plan and draw a resolution to operate a bank account where financial transactions are passed through (Madeeha & Imran, 2014). Government representative also performs an important function in facilitating in production of bill of quantity for the project to be undertaken. The concerned officers heading the department will authorize the budget and project plan for the projects falling in their jurisdiction. The main role of stakeholders in planning include analyzing, forecasting, scheduling project activities, organizing and controlling and information have bearing success on the project. According to Rao (2001), the advantage of systematic plan is to distribute complex activities into manageable tasks.

Mwobobia, (2013) sought to examine the effect of local community in project planning on the sustainability of projects in Embu County. The research involved 163 participants extracted from the population of 211 individuals. The study observed that a detailed description of the projects failed to consider the community's inputs. The study further found that members were not actively involved in resource mobilization at the time of implementation of the venture.

Biwott (2020), in his paper sought to analyze the impact of community participation on sustainability of water projects in Elgeyo Marakwet County. The study sought to evaluate the influence of project identification; project planning; project resource mobilization; and oversight on sustainability of county government funded water projects. The researcher adopted descriptive survey research design that involved a targeted 479 interviewees: 47 County employees, 379 community leaders and 53 heads of committees. The researcher employed questionnaires and interview schedules to obtain required data. The outcomes established that most of the local leaders actively took part in projects identification; 59% of local leaders were involved in project planning; 49.3% of community leaders engaged in resource mobilization of water projects; and that 42.7% of leaders participated in supervision of the projects.

2.2.3 Project Communication and Sustainability Community Projects

Information sharing is a key function in stakeholder involvement in community programmes. Involving stakeholders determine the sustainability of disaster management programme in developed and developing countries. After completion of the projects, sustainability of the projects can possibly be achieve through involvement of all the stakeholders (Delmon, 2011). Involving stakeholders in project

communication hasten information sharing and foster efficiency in project operations continuation even after project completion.

For sustainability of community resilience project, there need for effective involvement of takeholders in project information sharing. This foster conducive environment where community members gain knowledge, skills, develop clear understanding of project goals, foster conflicts resolutions and build resilience to coping with risk hazards and threats (Heravi, Coffey, &Trigunarsyah,2015). Effective communication is achieved through proper choice of communication channels and media. Engaging the community and other relevance stakeholders in project through information sharing foster coordination, improve risk management, foster clarity of stakeholders' roles building an environment for project knowledge acquisition, sharing of ideas and managing conflicts.

Stakeholders are key determinants of sustainability of projects at community levels. This clearly indicate that with proper flow of information from an engaged stakeholders contribute to effective accountability, transparency, ownership and due care of responsibility that foster sustainability of community resilience projects (Schwalbe, 2010). Many community projects in Uganda failed to survive after completion. The reason cited was inadequate involvement of the stakeholder in project communication that hinders accountability, transparency and duty of responsibility. Sustainability of community projects are also influenced by the extent the stakeholder are flexible and experience free flow of information and reporting promoting continuation of projects after completion stage (Mukherjee & Purkayastha, 2011).

Existing empirical studies indicate that stakeholders involvement in project communication as key determinant to achieving project sustainability. A study by Naqvi, Aziz and Rehman (2011), assessed the relationship between stakeholder communications in project performance. The study hypothesized that there is significance influence of stakeholder' project communication management on project performance. The study adopted stratified sampling of the IT projects to pick 24 software houses. The finding revealed that there exist a positive correlation between involvement of stakeholder in project communication and project outcome on stakeholder communication.

An empirical study by Zungu, and Fore (2014), explored the impact of project communication on project quality focusing on Life Assurance Company. The research embraced qualitative research design to coordinate assembling and analysis. The data was obtained via questionnaires. The findings illustrated that community involvement in project communication at all phases of the project life leads to successful project implementation. The study also revealed that local involvement in information sharing is a core component that affects success of development projects implementation.

A study by Akumu (2013), analyzed the relationship between disaster awareness and preparedness of secondary schools in Homa Bay County, Kenya. The study embraced descriptive design. The target respondents comprised of 736 individuals. The study revealed that low disaster awareness and inadequate project information sharing contributed to disaster management program failure.

Thiauru, (2020) in her work purposed to establish organizational factors affecting the sustainability of youth service project in Meru County, Kenya. The purpose of the study was to assess the extent to which leadership, communication, resource allocation and capacity building influences affect sustainability of youth Project. The researcher made use of descriptive research design with a target respondents of 447 that included representatives of youth, project supervisors and community heads. About 109 respondents were selected using stratified simple random sampling techniques and issued with questionnaires. The results showed that transformational managers significantly affects sustainability of project. The study also revealed that formal response, vertical communication, and channels of communication affects sustainability to a moderate extent.

Psakit, (2018) was determined to establish the impact of community involvement on project performance of donor funded education projects in West Pokot in Kenya. This study employed descriptive survey in which a population of 649 persons were involved and a sample of 150 interviewees were drawn from 38 schools. The findings demonstrated that community involvement in project communication substantially influenced to project performance and that community involvement in project monitoring and evaluation greatly affected to project performance and that community's participation in project communication significantly influenced project performance.

Mburu, (2020) sought to determine the use of participatory communication in sustainable agricultural projects in Karai Ward. The specific objectives were to examine the farmers understanding of participatory communication in sustainable agricultural projects; assess how participatory communication is applied in different implementation levels of sustainable agricultural projects and to identify factors influencing the application of participatory communication in sustainable agricultural projects. The study adopted a mixed-methods research approach with farmers in Karai Ward as the target population. Data was gathered by mixed of questionnaire and guide. The findings indicated the majority of the residents in the area under study understood the meaning of participatory communication, lack of commitment by the project facilitators, poor leadership of the projects and lack of funds are the key constraints to participatory communication in agricultural projects implemented in the region.

Othieno,(2012) studied the role communication performs in slum upgrading programme in Kibera Soweto East Zone housing project. The distinct objectives of the study were to identify the channels of communication and message strategies used to communicate, analyze the effect of the communication in the pilot housing project of Soweto East, examine the communication approach used, and assess the effectiveness of different communication approach in facilitating development of housing projects. The researcher collected data from 94 residents of Kibera Soweto and eight officials, using interview method. Findings of the study revealed that the government adopted unsuitable communication methodologies to organize project tasks, the project beneficiaries did not positively perceive the communication method employed, and that the authority employed centralized power in order to direct the development process that excluded local participation.

2.2.4 Monitoring and Evaluation and Sustainability Community Projects

Participation of stakeholders in community projects enable the community to function effectively, achieve collective goals, achieve success in development (Atiibo, 2012). Contribution of stakeholders in community project cannot be over emphasized. Stakeholder involvement has been proven as a key instrument to achieving successful and sustainable projects at the community level (PMI, 2014). Involving stakeholders in monitoring and evaluation of community resilience programmes enhance implementation of key decisions, hasten decision making process and correct deviations to survivability of the programmes.

Engaging the stakeholders in assessing the progress of the community resilience projects contribute to continuity of the project even after its completion. This view is supported by Glass (2010) that contribution of stakeholders through developing of project progress reporting, providing feedbacks of programs performance and provision of resources influence sustainability of the project. The resultant of involving the stakeholder's foster implementation of survival strategies, transparency, foster action execution, increase community resilience project communication and improve sustainability of community resilience programmes and foster community development. Project managers found that involving stakeholders as an instrument to effective monitoring of community programmes to achieve sustainable community development, achieving the vision and goals the community resilience projects. (Katiku, 2011). Empirical studies have confirms that involving stakeholders determine the sustainability of projects. This is supported by Boon et al (2012) that numerous community projects in Ghana, toilet building, water supply boreholes and construction of toilet facilities achieved success due to stakeholder participation.

Onkoba,(2016) studied determinants of sustainability of community projects in Kenya. The study intended to find out the impact of resource support, project design, operational maintenance and participatory monitoring and evaluation on sustainability of local projects in Kibera Slum. The study employed a descriptive design that targeted 23 community projects in Kibera comprising of 19 project leaders, 91 project staff and 1,283 beneficiaries through simple random sampling technique. The conclusion of the study was that resource support, project design, Operational maintenance greatly impacted on the sustainability of projects in the community.

Maijo, (2021) sought to evaluate the effectiveness of monitoring and evaluation systems on the sustainability of local projects in Tanzania. In order to achieve the the study's objective, descriptive survey design involving 80 workers at Kisarawe district offices were chosen using mixed sampling techniques. In addition, questionnaires and interview schedule were the main data instrument. The analysis of the study indicated that monitoring and evaluation process was effective on the sustainability of the projects and that sustainability of the projects is influenced by community involvement, sufficient funding and local capacity building.

Biwott,(2020) in his paper sought to analyze the effects of community participation on sustainability of water projects in Elgeyo Marakwet County in Kenya. The research sought to evaluate the effect of project identification;project planning; project resource mobilization; and oversight on sustainability of county government funded projects.The researcher employed descriptive research design that comprised of population of about 479 respondents including county staff, community leadership and water project’s chairpersons.Data collection embraced a mixed approach to obtain the relevant data based on the category of respondents.The result indicated a greater number of the community leaders were actively involved in projects identification; 59% of community leadership were engaged in project planning process, 49.3% of community leadership were involved in resource mobilization; and that 42.7% of community leaders took part in monitoring activity of water projects.

2.3 Summary of Research Gaps

Table 2. 1: Summary of Research Gaps

Study	Focus	Methodology	Findings	Knowledge Gap	Focus of Current Study
Biwott (2020)	The influence of community participation on sustainability of county government funded water projects in Elgeyo	The study used descriptive survey research design and involved a target population of 479 respondents who comprised of 47 County staff, 379 community leadership members and 53 chairpersons of community water project	The study found out that majority of the community leaders participated in project’s identification ; 59% of community leadership participated in project planning;49.3 % participated	The study did not cover project communication and Monitoring and evaluation	The current study covered project communication and Monitoring and evaluation.

			committees in resource mobilization and 42.7% of community leaders participated in oversight of water projects.		
Maijo, (2021)	To assess the effectiveness monitoring and evaluation systems on the sustainability of community based projects in Kisarawe District, Tanzania	Descriptive survey design that involved 80 employees picked through a mixed sampling techniques.	The study found that sustainability of local projects was greatly affected by community participation, adequate funding and building capacity of the locals	The study was conducted in Tanzania	The study was conducted in a different geographical country
Riziki, Atera, and Juma, (2019)	purposed to investigate the influence of resource mobilization on sustainability of community water projects in Kakamega a county.	The study used explanatory survey design. A target population of 474 respondent and a sample size of 217 was determined using Taro Yamane's proportion	The study concluded that resource mobilization significantly influences sustainability of community water projects in	The study focused on water project in Kakamega county and used Taro Yamane's proportional sampling technique formula to the sample select	The study is focused on disaster based project and uses stratified random sampling.

		al sampling technique formula. Questionnaire was used to obtain primary data	Kakamega County.		
Mylène (2014)	To assesses influence of risk on project managem ent and project success	The study sought to identify, analyze and respond the different risks using Delphi Method, the fishbone diagram, the Failure Mode and Effect Analysis (FMEA). The study targeted 1052 participants who were selected interviewees using stratified random sampling	The results revealed that a risk resource mobilization using stakeholder increases the success in projects implementati on.	The study failed to identified influence of stakeholder involvement in project risk management and its influence on project implementati on	The current study focus on stakeholder involvement in project resource mobilization on sustainability of community project
Muniu, Gakuu Rambo (2018)	To establish communi ty participat ion in resource mobilizat ion and sustainab ility of communi ty water projects in Kenya		The study findings established a moderate correlation between participation in resource mobilization and sustainability. The study also established a significant independent effect of participation in resource mobilization on sustainability	The study focussed on resource mobilization and sustainability	The addressed only one of the study objective only
	The effect of				The study

Shuja and Abbasi (2015),	resource mobilization on the business continuity management practices in banks	The researchers collected data from employees drawn from sample of 20 banks in Lahore, Pakistan involving 274 respondents	The findings of the study implied that resource mobilization is an effective tool used in implementing business continuity and disaster and crisis management plans	The main focus of the study was based resource mobilization and business continuity	will address only resource mobilization aspects
Chikati, (2009)	To examine Participatory Project Identification and project performance Planning	This study used descriptive research design. The study used both qualitative and quantitative methods.	The results revealed that Stakeholder participation in planning and project performance Planning.	The study focus on stakeholders involvement planning and project performance Planning but not on sustainability	The current study seek to examine influence of stakeholders involvement in Project planning on sustainability of community project
Lelegwe Ltumbesi S and Timothy C. Okech (2016)	To examine community participation in donor projects among pastoral communities of Northern Kenya	The study adopted survey design, selected respondents using multistage sampling and applying simple random sampling in selecting sample size	The study found that perennial drought, inadequate access to social services, poor infrastructure, insecurity, conflict, cultural issues, to mention a few	The study focused on challenges facing community involvement in donor funded community projects in Northern, Kenya	The current study focus on extent community involvement in Resource mobilization influence sustainability of community project

Madeeha and Naqvi, (2014)	Examine influence of stakeholder involvement on project portfolio management success	This study used descriptive research design.	The study revealed that stakeholder engagement has a positive impact on success of project portfolio management	The study failed to link the relationship between stakeholder engagement and performance of project	The current study sought to establish the relationship between community involvement in resource mobilization on sustainability of community project
Naqvi, Aziz and Rehman (2011)	To examined influence of stakeholder communication on project outcome.	This study used descriptive research design. Adopting stratified sampling 70 heterogeneous IT projects from 24 different software houses.	The results revealed that there exist strong, positive correlation between involvement of stakeholder in project communication and project outcome on stakeholder communication	The study focus on influence of stakeholder communication on sustainability of community project	The study sought to establish the extent of stakeholder involvement in project communication on influence sustainability of community project
Zungu, and Fore (2014)	The effects of project communication on project quality with reference to the facilities management projects at the Life	The study adopted qualitative methodology research design to approach data collection and analysis, complimented by survey	The survey data was collected from survey questionnaires was analyzed by means of quantitative analysis	The study showed that community participation in project communication leads to successful implementation and that community involvement in project information sharing is a	The study emphasized on project communication aspect only

Assurance Company	questionnaires	essential element that influences success of projects implementation.
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2.4 Conceptual Framework

A conceptual framework is an instrument employed in research whose objective is to guide researchers in developing clearer understanding of the field being studied and to effectively communicate it. The study relates to stakeholder involvement aspects: project resource mobilization project planning, project communication, and monitoring and evaluation as independent variables with level of sustainability of community project as dependent variable.

Independent variables

Dependent variable

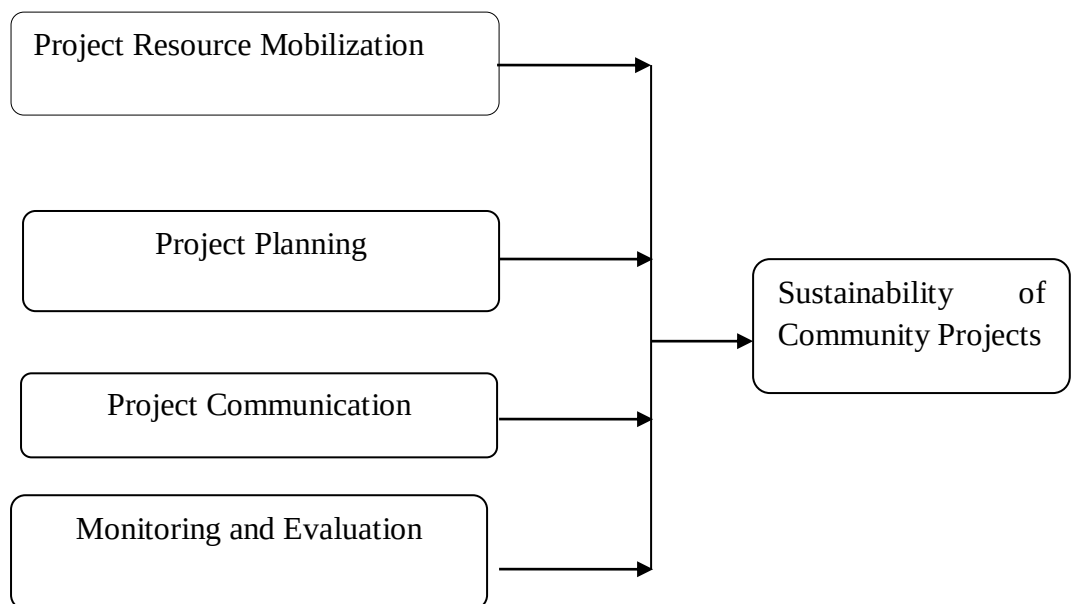


Figure 2.1: Conceptual Framework

2.5 Operationalization of Variables

Operationalization is the process of defining a concept and translating it into something that can be measured. Operationalization typically means translating hypothetical concepts into measurable observations.

Table 2.2: Operationalization of Variables

Variables	Indicators	Measurement Scale	Tools of Analysis
Stakeholder Involvement in Resource Mobilization	• Labor Provision • Funds raising • Resource Acquisition • Material resource provision	Ordinal scale	Descriptive and inferential statistics
Stakeholders Involvement in planning	• Setting project goal • Setting project structure • Resource mobilization schedules	Ordinal scale	Descriptive and inferential statistics
Stakeholder Involvement in Project Communication	• Information sharing • Reporting • Decision Making	Ordinal scale	Descriptive and inferential statistics
Stakeholders Involvement Monitoring and evaluation	• Progress reporting • Response control • Prioritizing Decisions • Information analysis	Ordinal scale	Descriptive and inferential statistics
Sustainability of Project	• Improved Quality of life • Social protection • Objective achieved • Economic investment • Increased income	Ordinal scale	Descriptive and Inferential statistics

2.6 Chapter Summary

The foregoing reviewed literature has pointed to the importance of stakeholder involvement in the sustainability of community resilient building projects. The chapter has presented review of empirical studies in respect to stakeholder involvement in resource mobilization, planning, project communication and monitoring and evaluation and project performance. Planning is also a key phase in project management. It is an interactive process as stakeholders share their thoughts and feelings regarding a desired situation. Stakeholder's involvement is a key factor in sustainability of community resilient building projects. This chapter presented at the theoretical foundation underpinning the study, empirical studies informing the existing research gaps and conceptual framework. Further the chapter present research gaps and operationalization of the study variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter highlighted the key issues such as the research target population, research design, target population, sample size, pilot study and validation of instrument to be used in data collection and the ethical consideration, data instruments, pre-testing of research instruments and the data collection procedure.

3.1 Research Design

This study adopted a descriptive survey design. This kind of research design helps in gathering quantitative and qualitative information to provide answer to a study questions or testing of hypothesis that attempted to analyze the influence of stakeholders' involvement on sustainability community disaster resilience in Kenya focusing on a case of Integrated Community Resilience Building Projects in Tana River Basin, Kenya.

This descriptive design involved assembling data that clearly portrays events and then plan, tabulates, illustrates, and describes the data. It enables adoption of multifaceted strategy in data gathering, processing and analyzing the final data. Descriptive studies attempt to give a description of a phenomenon by providing answer related to who, what, and how questions. Cooper and Schindler (2015), defined descriptive design as a process of obtaining information so as to give an account of the present status of the influence of stakeholders' involvement on sustainability community disaster resilience in Kenya, Integrated Community Resilience Building Projects in Tana River Basin, Kenya.

3.2 Target Population

A population is defined as the whole group of subjects that comply to a given set of specification to be adopted for research purposes. It can also refer to the sum of elements or objects about which the study would wish to draw some inferences (Cooper & Schindler, 2014). The study population was Kenya Red Cross Integrated Community Project team members who included project administrators, irrigation project officers, project healthcare co-coordinators, KRCS officers, donor partners

project community members and project monitoring and evaluation officers making a total of 1419 individuals.

Table 3. 1: Target Population

Management Level	Population
Project directors	7
Project Administrators	12
Irrigation Project Officers	17
Financing donors Representatives	24
Project healthcare co-coordinators	36
KRCs officers	42
Project community Representatives	1250
Project monitoring and evaluation officers	31
Total	1419

3.3 Sample and Sampling Technique

Sampling is a process of picking out a fewer elements from a pool to form the basis for approximating or estimating the occurrence of an unknown phenomenon, events or results regarding a larger group (Cooper & Schindler, 2015). The study used a sample frame that composed of project administrators, irrigation project officers, project healthcare co-coordinators, KRCs officers, donor partners project community members and project monitoring and evaluation officers. The study used Slovin formula to compute the sample. The sample size of this study was calculated using the Slovin's formula given as:

$$n = N / [1 + N (e)^2]$$

n = The sample size

N = Total population

e = Error tolerance

Since the study population (N) is 1419. Error of tolerance is 0.05

$$n = 1419 / [1 + 1419(0.05)^2]$$

$$=312$$

The research adopted a mixed of stratified sampling and simple random sampling method to choose participants. First, the project officers were classified based on the seniority of management to simplify for stratification. The population was stratified into different non-homogenous strata; and this helped to carry out comparisons among sub-stratum. The Neyman allocation formula was employed as approved by Mathew *et al.*, (2013), in order to achieve a proportionate representation. Proportionate stratified random sampling method is considered best because it has the least variance and hence, the study obtained the most unbiased sample.

$$n_h = (N_h / N) * n$$

Whereby;

N- Total target population size

n_h - The sample size for stratum h

N_h = Total population for stratum h

n = Total Sample size.

The formula yielded a sample unit of 312. Kothari (2014) state that a sample of 30 units of the whole population is sufficiently good for the study.

Table 3. 2: Sample Size

Management Level	Population	Sample Size
Project directors	7	2
Project Administrators	12	3
Irrigation Project Officers	17	4
Financing donors Representatives	24	6
Project healthcare co-coordinators	36	8
KRCs officers	42	9
Project community Representatives	1250	274
Project monitoring and evaluation officers	31	7
Total	1419	312

Source: Research Data, (2021)

3.4 Research Instruments

The study collected primary data by way of a partially-structured questions and interview guide. The researcher obtained primary data using the questionnaires. Questionnaire is the most preferred and suitable data instrument because they usually are easy to analyze and administer and allow large data to be collected at lower cost.

A construct of the influence stakeholders' involvement and sustainability of community projects in Kenya was addressed in the questionnaire. The instrument was carefully developed and tested using a smaller individual drawn out of the larger population and excluded from the final study. A 5 point Likert scale was used where 1 was used indicate no extent, 2-less extent, 3-moderate extents, and 4 -great extent while 5 indicated very great extent. The study adopted the recommendation of Kothari (2014) who adopted a Likert questionnaire. The open-ended questions offer extra information that could be omitted in the closed-ended questions.

3.5 Pilot Study

Prior to administering the questionnaire to the respondents, the researcher ensured that the questions were thoroughly reviewed to ensure clarity and that any form of ambiguity is eliminated. This was made possible through pilot testing. The test was done using a smaller number of respondents waiting to be rolled out on a large scale. The principal objective of undertaking a pilot study was to evaluate the viability of the techniques that was to be replicated on a large scale study. Pilot testing is crucial activity that aids a researcher in determining if the respondents understand the questions asked or whether there are any ambiguous or sensitive questions to the respondents or institutions.

3.5.1 Validity

Validity portrays the soundness of a research instrument and it is relevant to the twin concept of design and the methods involved. Validity is based on the adequacy and appropriateness with which data collection instruments can genuinely represent the situation/occurrence being assessed. Validity of the questionnaire is an assessment of its accuracy (Saunders et. al., 2012). In order to ensure this principle of validity of the research instruments, considered viewpoint of supervisors and peers were sought and included in the instrument. Mugenda and Mugenda (2013) has posited that to assess the validity of the content is by use of an expert who is instrumental in knitting the

instrument and phrasing it so as to ensure high quality standard is achieved. The tester involved the University supervisor in the formulation of questionnaire.

3.5.2 Reliability Test

Reliability show the level of internal consistency or agreement of the instruments if the test is administered on repeated basis. The measure determines the extent of accuracy of the measurement procedure (Kothari, 2014). The study adopted field survey which determined reliability of the instrument through a scale test. To carry out this exercise, the researchers give out the questionnaire to random interviewees conveniently accessible in order to avoid time and financial limitation. The study employed the commonly used method for measuring internal constancy of computing Cronbach's alpha. Mugenda and Mugenda (2003), stated that Cronbach's alpha coefficient equivalent to 0.7 is good pass reliability test. The research instruments were amended to ensure that the responses were static and uniform across variables.

3.6 Data Collection Procedure

Before the exercise commenced, the researcher sought a letter from the university and formally requested National Commission for Science, Technology and Innovation for permit to undertake the study. The researcher involved project administrators, irrigation project officers, project healthcare co-coordinators, KRCs officers, donor partners' project community members and project monitoring and evaluation officers in gathering data. The interviewees were informed of the essence of the study and the possible significance of the study to the institution. The respondents were also assured of anonymity and more importantly, the assurance that the information collected was restricted for academic use only. Due to the present Covid-19 pandemic and the need to observe the Ministry of Health guidelines (social distancing), the questionnaire was administered through emails and use of physical forms where necessary.

3.7 Data Analysis and Presentation

In its raw form, data is meaningless unless it is processed and analyzed in a way that it is able to convey a meaning. The data from the questionnaire was condensed, errors corrected, coded, organized and analyzed. Editing is carried out to enhance the quality of data to be analyzed. The object of conducting the analysis is to elucidate and extract conclusions from large-scale data (McDaniel & Gates, 2004). The study used SPSS software version 21.0 to analyze the data. Tables and charts were used to

explain the findings since they simplify findings in to a more understandable form. All diagrams bore tags so that the users can swiftly grasp the information being relayed. Various forms of measure of central tendency and dispersion were used as express descriptive statistics. The specific measurement used included mean, standard deviation, and frequency tables.

In order to derive inferential statistics, the study employed multivariate regression analysis to establish the association among variables under consideration. The study statistical model involved four independent variables and one dependent variable.

The regression model assumed the below expression:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where: Y = Sustainability of community project

X_1 = Stakeholders Involvement in Project Resource Mobilization

X_2 = Stakeholders Involvement in Project Planning

X_3 = Stakeholders Involvement in Project Communication

X_4 = Stakeholders Involvement in Project Monitoring and Evaluation

β_0 = the intercept (value of Y when X = 0)

β_{1-n} = the regression coefficient

ϵ_i = error term

3.8 Ethical Consideration

Ethical consideration ensured a high degree of confidentiality during and after the study. The researcher did not disclose information gathered about the interviewee with other interviewee or with any other third party. The researcher maintained the greatest degree of objectivity and honesty in soliciting data from the respondents and uphold those tenets throughout the entire research process. The study worked towards eliminating inattentive mistakes and negligence, thoughtfully and critically scrutinized the research work and maintained proper and secure records related to research activities. The researcher engaged in honesty communications in all matters

pertaining to the study including avoiding misleading and misrepresentation of findings.

3.8.1 Informed Consent

Informed consent is a fundamental right which guarantee the participant's autonomy. The researchers provided easy to read and understand consent forms to be signed by the respondents before taking part in the study. Beauchamp and Childress, (2009), observe that the respondents must have the capacity to take part in the study based on sufficient information

3.8.2 Voluntary Participation

The participants were informed of the significance of key tenet of voluntary consent or voluntary participation during data collection. This was conducted through word of mouth and accompanied by a letter from the University. This key purpose of clarifying issues to the respondents was to encourage and foster voluntary participation. The respondents were given leeway, if need be, to withdraw from taking part in the study any time without withdrawal notice. The researcher made considerable effort to explain to the respondents that the information volunteered was to be used for the study purposed only.

3.8.3 Confidentiality

Confidentiality generally means the respondent's identity is known to the person carrying out the study but he/her identity is concealed to third party in relation to the study. The researcher made effort to conceal identity of respondents and avoided using self-identifying statements and information. In this regard, confidential information to be accessed by third party upon obtaining express consent from the respondents and approval from the University.

3.8.4 Privacy

Privacy refers to the individual's control over the degree, timing, and conditions of giving out information to third parties. The researcher ensured all data concerning a participant was not be divulged without express authority of the respondents. Besides, the researchers guarded interviewee's privacy throughout the whole process of collecting data via survey. The researcher employed various techniques such as use of codes and pseudonyms to mask the real identity of the participants. Moreover, the privacy of individual was protected by use of fictitious names that could not be traced

through questionnaires' responses. The researcher adequately took time to explain to the participants that the information that was being sought was to be managed with utmost care.

3.8.5 Anonymity

Anonymity is an ethical aspect that involves concealing the characters of respondents in the research. Respondents' anonymity means that the identities of those individual participating in the study are unknown to the researcher especially when using surveys. The participant's information such as name, address, telephone number did not constitute part of the vital data and thus masked to conceal the true identity. The study ensured that the use of questionnaires did not capture respondent's identity and all sensitive data relating to the respondent was avoided at all cost. Anonymity aided in guarding against disclosure of cultural details, ethnicity and other particulars that may reveal their true identity (Borg & Grall, 2009).

3.9 Chapter Summary

This chapter established the methodology employed to conduct the study. The chapter also covered research design, target population, sample size and sampling techniques, research instrument and procedures. The questionnaire, pilot study, data analysis and presentation as well as the ethical aspects.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The part of the study highlights analysis of the data provided by the interviewees as well as the interpretation of the results in order to evaluate the influence of stakeholders' involvement on the sustainability of integrated community projects in Kenya. It provides a summarized demographic data of the respondents and descriptive data capturing the research objectives outlined in the previous sections.

4.1 Response Rate

The study issued out 312 questionnaires to the target informants who gave their opinions and responses.

Table 4.1 Response Rate

Response	Frequency	Per cent
Response	230	73.72
Non response	82	26.28
Total	312	100.0

Source: Research Data, (2021)

Table 4.1 revealed that out of 312 target respondents, 230 informants duly filled and returned the questionnaires giving a return rate of 73.72%. This return rate was achieved through frequent reminders calls to the interviewees to fill and hand in their questionnaire. The 26.28 % non-response rate can be attributed to the challenges posed by ministry of health guidelines regarding Covid19 pandemic. Kothari (2014) argues that a return rate above 50% is considered fit for analysis and to make generalization of the study.

Table 4.2: Reliability Test

Scale	Cronbach'sAlpha	No. of Items	Status
Project resource mobilization	0.792	11	Reliable
Project communication	0.912	7	Reliable
Project planning	0.845	10	Reliable
Monitoring and evaluation	0.705	6	Reliable
Sustainability of community project	0.719	7	Reliable

Source: Research Data, (2021)

The results indicated in Table 4.2 showed that project resource mobilization exhibited a Cronbach alpha of 0.792, project communication had an alpha of 0.912, Project planning possessed an alpha value of 0.845, Monitoring and evaluation yielded an alpha value of 0.705, and Sustainability of community project had an alpha value of 0.719. The overall variables posted an average Cronbach alpha equivalent to 0.796 which was greater than the recommended benchmark of 0.70, and thus passed the reliability test.

4.1 Background Information

The segment presents the background details regarding the interviewees who formed part in the study. Specifically, the demographic data relates to respondent's gender, age bracket, education background, position of the respondents, as well as the period of involvement in the organization.

4.1.1 Position of the Respondents in the Project

The research purposed to analyze the post of the informants in the projects. The results are as indicated in table 4.3.

Table 4.3: Position of the Respondents

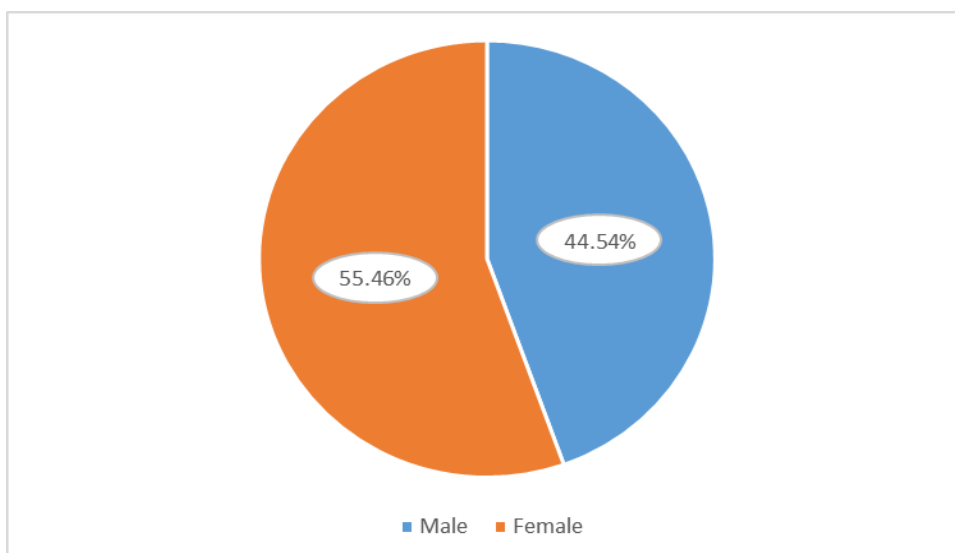
Management Level	Frequency	Per cent
Project directors	1	0.43
Project Administrators	2	0.87
Irrigation Project Officers	3	1.30
Financing donors Representatives	4	1.74
Project healthcare co-coordinators	6	2.61
KRCs officers	7	3.04
Project community Representatives	202	87.83
Project monitoring and evaluation officers	5	2.17
Total	230	100.00

Source: Research Data, (2021)

The results in table 4.2 showed that 87.83% of the interviewees were project community representatives, 3.04% were Kenya Red Cross officers, 2.61% were project healthcare co-coordinators while 2.17% were project monitoring and evaluation officers project managers. Moreover, project directors, project administrators' irrigation project officers and financing donors' representatives represented 4.35% of the respondents. This is clear demonstration of a good representation from all the sub strata included in the study.

4.1.2 Gender of the Respondents

The study purposed to obtain the gender category of the informants. This was purposely done to ensure unbiased participation of both gender in the study.



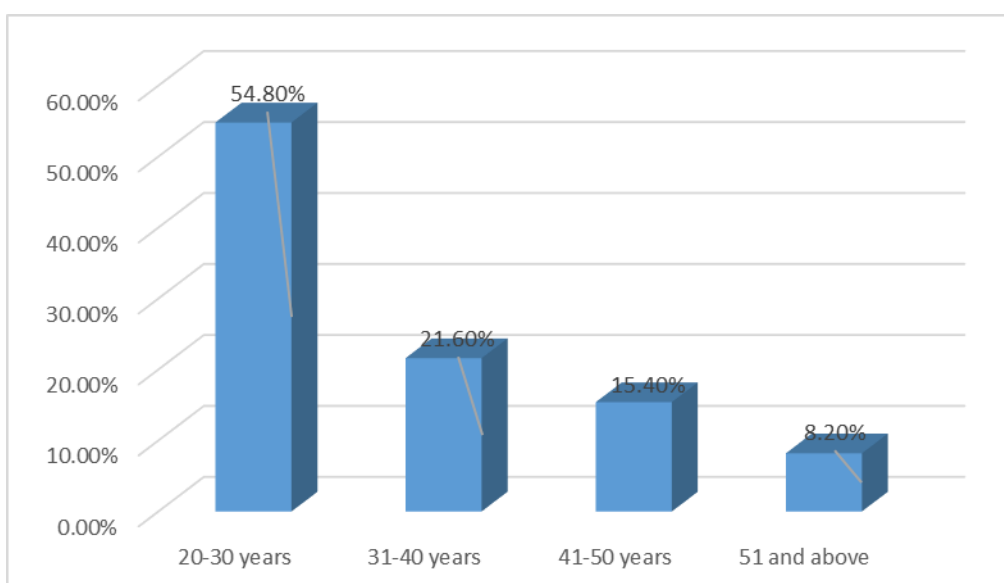
Source: Research Data, (2021)

Figure 4.1: Gender of the Respondents

The analysis in figure 4.1 revealed that 55.46 % of the respondents who took part in the study were female while 44.54% were male. This figure implies a fair representation of both gender and hence reduced biasness.

4.1.3 Age of the Respondents

The researcher planned to determine the age brackets of the interviewees and the findings of the analysis are as presented below



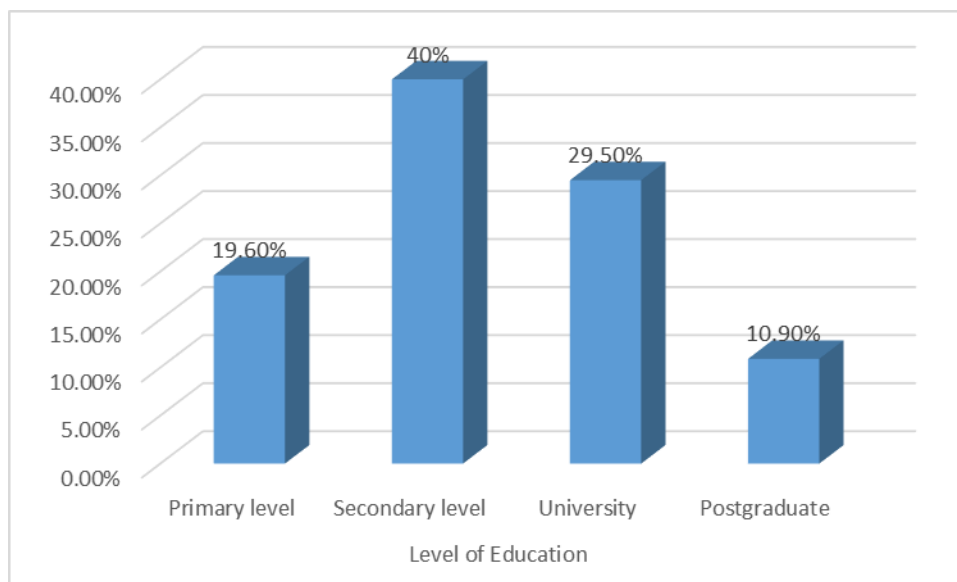
Source: Research Data, (2021)

Figure 4.2: Age brackets of the Respondents

According to the findings captured in figure 4.2, 54.80% of the interviewees were aged between 20-30 years, 21.60% were aged between 31-40 years, while another 15.40% fell in the age category of 41-50 years. Moreover, paltry 8.20% of the respondents aged above 51 years. This clearly indicates that informants involved in the study cut across the main age brackets of the population thus viewpoints and opinions were varied.

4.2.3 Education Background

The researcher requested the interviewees to state their education level and accordingly, the results are as presented below.



Source: Research Data, (2021)

Figure 4.3 Level of Education

The outcomes in Figure 4.3 show that 40% of the participants had reached secondary level, 29.50% had attained university level, 19.60% had attained primary level while 10.90% had achieved postgraduate level. This is a strong demonstration that all the interviewees had achieved some certain degree of knowledge needed to enable them to study, comprehend and answer to questions correctly.

4.2.4 Period of Service in the Organization

The study also intended to understand how long the respondents had been involved in the community project. The purpose was to make sure that interviewees taking part in the study had adequate experience and exposure to the issues that affect stakeholders' involvement on the sustainability of integrated community projects.

Table 4.4 Period of Service in the Project

No. of Years	Frequency	Percent
Less than 1 years	58.0	25.20%
1 to 3 years	96.8	42.10%
4 to 6 years	53.8	23.40%
Above 6 years	21.4	9.30%
Total	230.00	100.00

Source: Research Data, (2021)

From the results, nearly close to half of the total respondents (42.10%) of the respondents revealed that they had participated involved in community projects for between 1-3 years, and 25.20% of the respondents had been involved for less than one years. Moreover, 23.40% of the informants stated that had been taken part in community projects for 4-6 years, and only a 9.30% had been involved in community projects for beyond six years. This impliedly suggests that the interviewees had accumulated good knowledge of the project's environment before and after the project's implementation.

4.2 The Extent of Resource Mobilization and Community Project Sustainability

The study sought to determine the extent is resource mobilization carried out by Kenya Red Cross Community Projects

4.2.1 The Extent of Resource Mobilization by Kenya Red Cross

The study purposed to establish the extent is resource mobilization carried out by Kenya Red Cross Community Projects and the findings are as specified in table 4.4.

Table 4.5: The Extent of Resource Mobilization in Community Projects

	Frequency	Percent
Very great Extent	69	30.00
Great Extent	71	30.90
Moderate Extent	23	10.00
Less Extent	44	19.10
No Extent	23	10.00
Total	230	100.0

Source: Research Data, (2021)

According to the results, majority (60.90%) of the respondents indicated to a great extent in relations to the level of resource mobilization carried in community project, and 10% of the respondents agreed to a moderate extent on the extent of resource mobilization carried in community project. However, only 10% of the interviewees agreed to no extent on the level of resource mobilization carried in community project. This is true indicator that resources mobilization is critical in fostering sustainability of a community projects.

4.2.2 Influence of Financial Resource on Sustainability of Community Project

The researcher intended to establish whether stakeholders' involvement in the acquisition of financial resource influences sustainability of community project and the findings as indicated below.

Table 4.6: Financial Resource and Sustainability of Community Projects

	Frequency	Percent
Yes	159	69.10
No	71	30.90
Total	230	100.00

Source: Research Data, (2021)

The results presented in table 4.6 indicates that 69.10% of the respondents agreed that stakeholder's involvement in acquisition of financial resource influences sustainability of community project while 30.90% of the respondents were of contrary opinion. These results collaborate the findings by Plan International, (2014) who opined that a good number of community undertakings in Kenya barely succeed after six months when financing is terminated as result of weak stakeholder participation. Emmanuel & Muili (2008) also opined that financial barriers influence sustainability effectiveness of any undertaking in most aspects such as built premises (23.1%),

transportation infrastructure(7.7%), social programmes (30.8%), utilities (19.2%), education (7.7%), and recreational projects (11.5%) annually.

4.2.3: Resource Mobilization and Sustainability of Community Projects

The study wanted to gain insight concerning the influence of stakeholder's involvement in resource mobilization on sustainability of community undertakings.

Table 4.7: Resource Mobilization and Sustainability of Community Projects

	N	Min	Max	Mean	Std. Dev
There is support for resource acquisition for the Community Project and sustainable community	230	1.00	5.00	4.121	1.168
There is continuous building of the community capacity	230	1.00	5.00	4.156	0.926
Foster membership and volunteer engagement to enhance community skill and knowledge sharing	230	1.00	5.00	4.287	0.750
Mutual capacity building and international understanding to foster resource mobilization	230	1.00	5.00	4.434	0.832
Execution of resource mobilization plans	230	1.00	5.00	4.469	0.665
Building networks among partners	230	1.00	5.00	4.234	0.779
Developing partnerships with key actors including the government institutions	230	1.00	5.00	4.408	0.710
Fundraising by stakeholders supplement project resources	230	1.00	5.00	4.339	0.942
Accessibility to adequate financial resources to enhance adaptive capacities of communities to disasters	230	1.00	5.00	4.356	0.878
Provision of project material resources	230	1.00	5.00	4.517	0.933
Improving resource acquisition for health and hygiene programmes	230	1.00	5.00	4.347	0.846

Source: Research Data, (2021)

The results revealed that the greater number of the informants strongly agreed provision of project material resources(M=4.517,SD=0.933),execution of resource mobilization plans(M=4.469,SD=0.665),mutual capacity building and international understanding to foster resource mobilization(M=4.434,SD=0.832),developing partnerships with key actors including the government institutions (M=4.408,

SD=0.710), accessibility to adequate financial resources to enhance adaptive capacities of communities to disasters (M=4.356, SD=0.878), improving resource acquisition for health and hygiene programmes (M=4.347, SD=0.846), and that fundraising by stakeholders supplement project resources (M=4.339, SD=0.942). Furthermore, the study also showed most of respondents strongly agreed that fostering membership and volunteer engagement to enhance community skill and knowledge sharing (M=4.287, SD=0.750), building networks among partners (M=4.234, SD=0.779), there is support for resource acquisition for the community Project and sustainable community (M=4.121, SD=1.168), and that there is continuous building of the community capacity (M=4.156, SD=0.926).

Kizlik (2010) observed that community-based undertakings depend on communities to utilize their social capital to co-ordinate themselves and engage in development activities. Critical success pillars of stakeholders' involvement were listed as: responsibility of NGO to engage with the vulnerable people; accessibility of employees with requisite knowledge and competency on participatory administration; constant community awareness and mobilization; and discernment that designate strategies address members' needs (Masanyiwa & Kinyashi, 2008). Furthermore, McDade (2014), sound management should avail adequate community resources and ability exist to ensure the projects' sustainability even when external resources are not forthcoming.

The results are also in tandem with Bhavesh, (2006) that participatory resource mobilization activity yields real welfare effects by enhancing the effectiveness of venture performance, highlighting the significance of pro-poor attitude and decreasing probability for failure. The outcomes also coincide with the findings of Twebaze (2010) that the project beneficiaries who had greater knowledge about funds utilization enhanced openness in the operations of the Water User board.

4.3 The Extent of Project Planning and Community Projects' Sustainability

The research endeavored to determine the scope of project planning carried out by Kenya Red Cross Community Projects

4.3.1 The Extent of Stakeholder Involvement in Formulation of the Objectives

The analysis embarked to establish the degree to which stakeholders were involved in formulation of the objectives of the community projects and the outcomes are as demonstrated in table 4.8

Table 4.8: The Extent of Stakeholder Involvement in Formulation of Objectives

	Frequency	Percent
Yes	143	62.20
No	87	37.80
Total	230	100.00

Source: Research Data, (2021)

The findings captured in table 4.8 revealed that 62.20% respondents were involved in formulation of the objectives of the community projects while 37.80% of the informants revealed that they did not participate in formulation of the objectives of the community undertakings. These results affirm the findings of Mwobobia (2011) that persons who participated in developing objectives were mainly seconded to the project namely: managers, sponsors and employees and rarely community members' inputs were sought.

4.3.2 The Extent of Stakeholder Involvement in Setting Objective

The investigation attempted to determine the degree to which stakeholders were involved in formulation of the objectives of the community projects and the outcomes are as shown in table 4.9.

Table 4.9: The Extent of Stakeholder Involvement in Setting Objective

	Frequency	Percent
Very great Extent	50.00	21.7
Great Extent	110.	47.8
Moderate Extent	50	21.7
Less Extent	19	8.3
No Extent	1	0.4
Total	230	100.0

Source: Research Data, (2021)

The results in table 4.9 revealed that 47.8% of the surveyees agreed to a great extent, 21.7% of the surveyees agreed to a very great extent and 8.3% of the surveyees

agreed to a less extent that stakeholders are involved in setting objective. However, 0.4% of the respondents stated that they were not involved in setting objective.

The findings confirm the findings by Mwobobia (2011) who pointed out the gaps in the participation of stakeholder in formulating project suggestions and strongly suggested the importance to assimilate the community in all stages of the ventures including formulation, planning, and execution.

4.3.3: Project Planning and Sustainability of Community Projects

The analysis needed to determine the effect of stakeholder's involvement in project planning on sustainability of community projects.

Table 4.10: Project Planning and Sustainability of Community Projects

	N	Min	Max	Mean	Std. Dev
The Stakeholders are is involved in Community Project planning	230	1.00	5.00	3.647	1.421
Estimation of project sustainability scheduling	230	2.00	5.00	3.795	1.072
Develop effective work base structures	230	1.00	5.00	3.247	1.336
Stakeholders are involved in identification of risk sources	230	2.00	5.00	4.100	0.931
Foster effective designing of the project	230	1.00	5.00	2.904	1.535
Identification of project resource identification	230	1.00	5.00	4.391	0.720
The identify problems and offer prioritize based on the pressing need	230	2.00	5.00	3.747	1.100

Source: Research Data, (2021)

The outcomes of the analysis in table 4.10, showed a greater number of the participants agreed that identification of project resource (M=4.391, SD=0.720), stakeholders are involved in identification of risk sources (M=4.100, SD=0.931), estimation of project sustainability scheduling (M=3.795, SD=1.072), the identify problems and offer prioritize based on the pressing need (M=3.747, SD=1.100), and that stakeholders took part in project planning (M=3.647, SD=1.421). However, majority of the respondents disagreed that project planning develop effective work base structures (M=3.247, SD=1.336) and that project planning foster effective designing of the project (M=2.904, SD=1.535).

The analysis of the study are consistent with Mansuri and Rao (2004) that community involvement in venture results to a well designed projects, well targeted project's value , optimal cost effective venture, most equitable allocation of project welfare, less embezzlement, reinforce the capacity of the community members to carry out their own development agenda, align community needs with proposed target benefits that are consistent with the community's preference. In additional, Narayan,(1995) confirmed the present study findings that when stakeholder were assimilated in decision-making throughout all phases of the venture, from design to maintenance that the best outcomes resulted and where people were only involved in information sharing and consultations, then outcomes were much worse.

The results are in tandem with Gwaya, Masu, and Wanyona, (2014) who concluded that involving stakeholders in the planning was a critical factor of ensuring the project success. In the absence of better planning and estimate, resources cannot be effectively co-ordinated, exposures cannot be hedged, Timing and budgets projections is impossible, effective reporting can be undermined, and the key result indicators will be distorted from the inception(Shapiro, 2002 cited by UNDP, 2012). The analysis of this study reinforces with the findings of Golicha (2010) who found out that the degree of involvement of the stakeholders was inadequate in the major phases of project development, design and execution. This usually causes negative impact on the sustainability of the venture being undertaken.

4.4 Project Communication and Sustainability of Community Project

The researcher intended to ascertain the influence of project communication on sustainability of community projects.

4.4.1 The Extent of effective project communication about Community Project?

The analysis aimed at finding out the level of effective project communication concerning community project and the results are as presented in Table 4.11 below

Table 4.11: The Level of Effective Project Communication

	Frequency	Percent
Yes	161	70.0
No	69	30.0
Total	230	100.0

Source: Research Data, (2021)

The above table 4.11 clearly showed that most (70%) of the surveyees agreed that there was effective project communication about community Project while 30% of the respondents disagreed that there was effective project communication. The results obtained from the study were in line with Chikati (2009) that requisite dedication to support decisions by stakeholder can only be attained if an effective communication prevailed during planning and that the stakeholders participated in the process of developing plans. This allows people a sense of control and ownership of the whole process.

4.4.2: Project Communication and Sustainability of Community Projects

The study also needed to gauge the effects of stakeholder's involvement in project communication on sustainability of community projects.

Table 4.12: Project Communication on Sustainability of Community Projects

	N	Min	Max	Mean	Std. Dev
There is adequate information sharing	230	1.00	5.00	3.543	1.195
There is effective coordination of project activities	230	1.00	5.00	3.182	1.541
The project execution decision is done with ease	230	1.00	5.00	4.121	1.168
Harmonize the new innovative programme with existing community systems to avoid creating conflicts	230	1.00	5.00	4.013	1.216
Foster ownership through partnerships for health and social problem solving	230	1.00	5.00	3.647	1.421
Development of evidence on equity, poverty and access to better healthcare	230	1.00	5.00	3.569	1.370
Reduction in conflicts hastening survival of the project	230	1.00	5.00	2.939	1.551
Enhance collaboration among project stakeholder	230	1.00	5.00	3.026	1.637
Improvement of capacity building	230	1.00	5.00	3.078	1.412
Promote transparency and accountability	230	2.00	5.00	3.873	1.047

Source: Research Data, (2021)

The analysis showed that most of the surveyees agreed that the project execution decision is done with ease (M=4.121, SD=1.168), harmonize the new innovative programmes with existing community systems to avoid creating conflicts (M=4.013,

SD=1.216), promote transparency and accountability (M=3.873, SD=1.047), foster ownership through partnerships for health and social problem solving (M=3.647, SD=1.421), development of evidence on equity, poverty and access to better healthcare (M=3.569, SD=1.370), and there is adequate information sharing (M=3.543, SD=1.195). On the other hand, greater portion of the surveyees disagreed that there was effective coordination of project activities (M=3.182, SD=1.541), reduction in conflicts hastening survival of the project (M=2.939, SD=1.551), enhance collaboration among project stakeholder (M=3.026, SD=1.637), and that improvement of capacity building (M=3.078, SD=1.412).

The study outcomes affirm the findings by Chikati (2009) that necessary commitment to support decisions made could only be attained in the circumstance where communication was effective during planning and that the stakeholders were consulted in the development of plans..Moreover, World Bank (2013) argues that effective communication among participants ensure the project is successful and that everyone buy into the idea.

4.5 Monitoring and Evaluation and Sustainability of Community Projects

The assessment needed to ascertain the influence of project monitoring and evaluation on sustainability of community projects.

4.5.1 The Level of Stakeholders Involvement in Monitoring and Evaluation

The interviewees were requested to state if they were involved in monitoring and evaluation in Community Project and their opinions were recorded in Table 4.13 below.

Table 4.13: The Level of Stakeholders Involvement in Monitoring and Evaluation

	Frequency	Percent
Yes	160	69.60
No	70	30.40
Total	230	100.00

Source: Research Data, (2021)

From the outcomes regarding monitoring and evaluation, 69.60% respondents showed that they took part in the exercise. However, 30.40% of the informants stated that they were not actively involved in monitoring and evaluation exercise.

Table 4.14: Level of Stakeholder Involvement in Monitoring and Evaluation

	Frequency	Percent
Very great Extent	15	6.50
Great Extent	111	48.30
Moderate Extent	33	14.30
Less Extent	56	24.40
No Extent	15	6.50
Total	230	100.00

Source: Research Data, (2021)

The research findings presented in table 4.14 disclosed that 48.30% of the respondents concurred stakeholder involvement in monitoring and evaluation influenced projects' sustainability in the community to a great extent, and 24.40% of the interviewees concurred to a less extent and 6.50% of the interviewees concurred to a very great extent. Moreover, 14.30% of the surveyees concurred to a moderate extent that stakeholder involvement in monitoring activities influenced projects' sustainability. However, 6.50% of the interviewees were of opinion that stakeholder involvement in monitoring exercise did not affects sustainability of projects at all.

The study analysis supports the views of (Patton, 1997) that monitoring is a vital element of determining projects' success and that inavailability of error-free and timely information makes it extremely impossible to implement project-related an activities more effectively.

4.5.2 The Level of Influence of Stakeholder Involvement in Monitoring and Evaluation in Relation to Community Projects

Table 4.15: Monitoring and Evaluation on Sustainability of Community Projects

	N	Min	Max	Mean	Std. Dev
Foster project sustainability progress reporting	230	1.00	5.00	3.613	1.439
Generating innovation through stakeholder engagement	230	1.00	5.00	3.469	1.416
There is increased response controls	230	1.00	5.00	3.652	1.457
Enhance effective decision making	230	1.00	5.00	3.130	1.288

Identifying sustainability activities challenges	230	1.00	5.00	3.621	1.423
Stakeholders Influence revising of budgeting	230	2.00	5.00	3.473	0.894
Justifying Project costs	230	1.00	5.00	3.687	1.224
Stakeholders helps in correction of errors	230	1.00	5.00	3.878	1.091

Source: Research Data, (2021)

The findings of the analysis revealed that majority of the respondents agreed that stakeholders help in correction of errors ($M=3.878$, $SD=1.091$), monitoring and evaluation guides in justifying project costs ($M=3.687$, $SD=1.224$), there was increased response controls ($M=3.652$, $SD=1.457$), helps in identifying sustainability activities challenges ($M=3.621$, $SD=1.423$), and that it fosters project sustainability progress reporting ($M=3.613$, $SD=1.439$). However, most of the respondents neither agreed nor disagreed that stakeholders influence revising of budgeting ($M=3.473$, $SD=0.894$), help in generating innovation through stakeholder engagement ($M=3.469$, $SD=1.416$), and that it enhance effective decision making ($M=3.130$, $SD=1.288$).

The outcomes of study are in support of Altschuld and Kumar (2010) that the collaboration of local residents, from inception, implementation, monitoring and evaluation is key in achieving sustainable development.

The outcome affirms the findings of Boyer et al (2008) who observed that project progress reporting should be considered as customary practice and the community must be equipped to actively participate so as to monitor how projects is advancing; this minimizes the opportunity of embezzlement of venture's resources. World Bank (2010), affirms that local involvement in M&E is key in fostering project sustainability because: it provides innovative ways of evaluating and learning that tend to be inclusive and responsive to the needs and desires of the beneficiaries; it is meant for not only determining the efficacy of an venture, but also creating sense of ownership, empowering the people who derive benefits from the projects, creating accountability and transparency mechanisms and taking remedial actions to enhance performance and results.

4. 6: Sustainability of Community Projects

The study also obtained information to discern sustainability aspect of community projects and the results were displayed in the table 4.16

Table 4.16: The Sustainability of Community Projects

	N	Min	Max	Mean	Std. Dev
Improvement of crop yield and diversification for target communities through adaptive agriculture	230	2.00	5.00	3.873	1.047
Improvement capacities of communities in engaging in income generating activities	230	1.00	5.00	3.395	1.283
Strengthening of community systems in disaster preparedness and response	230	2.00	5.00	3.700	1.041
Improved programmes governance and strategic planning	230	2.00	5.00	3.356	0.968
There is increased access to and essential package for health services for the target segment	230	2.00	5.00	3.495	1.022
Improvement in adaptive capacities of communities to impacts of disasters	230	2.00	5.00	4.091	0.941
Improvement in knowledge and practices amongst communities to prevent illness and seek health services for mothers and children	230	2.00	5.00	3.895	1.047

Source: Research Data, (2021)

From the analysis presented in table 4.16 clearly illustrated that majority of the respondents strongly agreed that improvement in adaptive capacities of communities to impacts of disasters (M=4.091, SD=0.941), improvement in knowledge and practices amongst communities to prevent illness and seek health services for mothers and children (M=3.895, SD=1.047), improvement of crop yield and diversification for target communities through adaptive agriculture (M=3.861,SD=1.037),and that strengthening of community systems in disaster preparedness and response (M=3.700, SD=1.041). However, a sizeable proportion of the respondents neither agreed nor disagreed that there was increased access to and essential package for health services for the target segment (M=3.495, SD=1.022), improvement in capacities of communities to take active role in income generating activities (M=3.395, SD=1.283), and that there was improved programmes governance and strategic planning (M=3.356, SD=0.968).

These results closely collaborates findings by Okafor (2005) that found out when communities actively engage in their own venture, the people becomes economically and socially abled, and efficiency is greatly enhanced, greater transparency , , better accountability, improved service delivery and superior project results in general. The findings also closely linked to Roseland et al., (2005) who were of the view that project sustainability presupposes community engagement in a concerted effort where decision-making is collective so as meets the social, cultural, environmental, and economic demands of the local people. Community sustainability involve building an unbiased and equitable community via advancing diverseness in social and cultural aspects. The study concurs with Rimbera (2012) that community project inculcate nurture skill growth and feel of ownership that foster to effective execution and sustainability of ventures.

4.7 Regression Test

The study employed multiple regression test to ascertain the influence of various variables of interest using SPSS software Version 21.0. The model is illustrated in as below

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.567	.68970

A. Dependent Variable: Sustainability of Community Projects

B. Predictors: (Constant), Resource Mobilization, Project Planning, Project Communication, Monitoring and Evaluation

Adjusted R² that explains how sustainability of community project (dependent variable) changes with (predicators variables) resource mobilization, project planning, project communication, and monitoring and evaluation which represents the coefficient of determination. From the regression results, the adjusted R² posted a value of 0. 574. This suggests that the variation of 57.40% in sustainability of community projects resulted from project resource mobilization, project planning, project communication, and monitoring. In effect, this is to say that the independent variables explained 57.40% of the variation in dependent variable (sustainability of

community project); the remaining portion representing 42.60% was expounded by other variables that were not included by the study.

The researcher established the model's significance by way of ANOVA method. The output are enumerated in table 4.18

Table 4.18: Summary of ANOVA Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	144.314	4	36.078	75.845	.000 ^b
	Residual	107.030	225	.476		
	Total	251.343	229			

a. Dependent Variable: Sustainability of community projects

b. Predictors: (Constant), resource mobilization, project planning, project communication, and monitoring and evaluation

In this study, ANOVA test was used to ascertain the significance of the model that yielded a significance probability value of $p=0.000$. A probability value of $p=0.000$ (less than 0.05) showed that the model probability of producing correct prediction stood at 95% with an error margin of 5%. The regression model can be said to possess a 95% confidence level and thus a good yardstick for this study.

Table 4.19: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.900	.224		17.411	.000
	Resource Mobilization	-.530	.043	-.591	-12.432	.000
	Project Planning	.210	.038	.244	5.546	.000
	Project Communication	.783	.062	1.062	12.547	.000
	Monitoring and Evaluation	-.431	.065	-.564	-6.666	.000

a. Dependent Variable: Sustainability of Community Projects

Source: Research Data, (2021)

The following regression equation was determined:

The equation $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$

After substituting the coefficients, the equation becomes:

$$Y = 3.900 - 0.530X_1 + 0.210X_2 + 0.783X_3 - 0.431X_4$$

The analysis findings showed that project planning and project communication were statistically significant as the probability value $P = 0.000$ was less than 0.005 but exhibited positive relationship. Moreover, resource mobilization, monitoring, and evaluation were found to be statistically significant since probability value $P = 0.000$ was less than 0.005 but negative relationship.

The analysis in Table 4.13 indicates that assuming all factors are held constant at zero, sustainability of Community projects will yield 3.900. The findings also demonstrated that holding all other variables constant, a unit increase in the resource mobilization would cause a decrease of 0.530 increase in the scores of sustainability of Community projects, while a unit rise in project planning would cause an increase of 0.210 increase in sustainability of Community projects. Besides, the study showed that an increase in one unit of project communication would cause a rise of 0.783 in sustainability of Community projects. Finally, the findings show that one unit increase of monitoring and evaluation would lead to a 0.431 decrease in sustainability of Community projects.

4.8 Chapter Summary

The section outlined the analysis derived from the data. The study analyzed both descriptive and inferential information and the study findings were collaborated with the findings of other scholars from various regions.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The section captures a comprehensive summary of the results derived from analyzed data, conclusions that aligned to study objectives, and possible recommendations as well as areas that might need for further research. The principle goal of the study was to examine the influence of stakeholders' involvement on the sustainability of community projects in Kenya.

5.1 Summary of Findings

5.1.1 Project Resource Mobilization and Sustainability of Community Projects

On the issue of resource mobilization, the study found that project resource mobilization exhibited a significant effect on projects' sustainability in the community. Regression results revealed that a increasing in resource mobilization, by one unit, other things remaining equal, would negatively change sustainability of community projects by a factor of 0.530. The study also revealed that most of the surveyees agreed that the community were involved in project resource mobilization and that stakeholder's involvement in acquisition of financial resource influenced sustainability of community project.

Moreover, the results revealed that provision of project material resources, execution of resource mobilization plans, mutual capacity building and international understanding to foster resource mobilization, developing partnerships with key actors including the government institutions, accessibility to adequate financial resources to enhance adaptive capacities of communities to disasters, improving resource acquisition for health and hygiene programmes and fundraising by stakeholders supplement project resources greatly influence sustainability. Additionally, the study found that fostering membership and volunteer engagement to enhance community skill and knowledge sharing, building networks among partners, availability of support for resource acquisition, and that continuous building of the community capacity affected sustainability of community project.

5.1.2 Project Planning and Sustainability of Community Projects

The study exhibited a significant association between project planning and sustainability of community project. The findings also revealed that a unit change in project planning while keeping the other things constant would positively alter sustainability of community project. In addition, the study revealed that most of informants were involved in formulation of the objectives of the community projects and that they were involved in setting objective to a great extent.

Furthermore, the study found that identification of project resource, stakeholder's involvement in identification of risk sources, estimation of project sustainability scheduling, the identification of problems and offering prioritize based on the pressing need, and stakeholder's involvement in community project planning influenced sustainability of community project. However, a sizeable number of the respondents disagreed that project planning develop effective work base structures and that project planning foster effective designing of the project.

5.1.3 Project Communication and Sustainability of Community Projects

The study depicted a significant association between project communication and sustainability of project within the community. The outcome also demonstrates that a change of one unit of project communication while keeping the other things constant would positively cause a change in projects' sustainability. The study further found that there was effective project communication about community project.

The study found out that project execution decision is done with ease, harmonize the new innovative programmes with existing community systems to avoid creating conflicts, promote transparency and accountability, foster ownership through partnerships for health and social problem solving, development of evidence on equity, poverty and access to better healthcare, and adequate information sharing affected sustainability of community project. However, more than half of the interviewees disagreed that there was effective coordination of project activities, reduction in conflicts hastening survival of the project, enhance collaboration among project stakeholder, and that improvement of capacity building affected sustainability of community project.

5.1.4 Monitoring and evaluation and Sustainability of Community Projects

The study found that stakeholders were involved in monitoring and evaluation of community project and that stakeholders participation in monitoring activities influenced sustainability of community projects to a great extent. Moreover, the outcomes of the study illustrated that stakeholders involvement in monitoring and evaluation help in correction of errors, monitoring and evaluation guides in justifying project costs, increased response controls, monitoring and evaluation helps in identifying sustainability activities challenges, and that it fosters project sustainability progress reporting. However, the study inconclusively found out that stakeholder's influence revising of budgeting, monitoring and evaluation helps in generating innovation through stakeholder engagement, and that it enhances effective decision making.

5.1.5 Sustainability of Community Projects

The result of the analysis indicates that resource mobilization, project planning and project communication and monitoring, and evaluation influenced sustainability of community project at a varying degree. The study also found that project planning and project communication were statistically significant and positive relationship. Moreover, resource mobilization, monitoring, and evaluation depicted statistically significant but negative relationship.

Moreover, the study found out that that there was improvement in adaptive capacities of communities to impacts of disasters, improvement in knowledge and practices amongst communities to prevent illness and seek health services for mothers and children, improvement of crop yield and diversification for target communities through adaptive agriculture, and strengthening of community systems in disaster preparedness and response. However, the study inconclusively found that there was increased access to and essential package for health services for the target segment, improvement in capacities of communities to take active role in income generating activities, and that there was improved programmes governance and strategic planning.

5.2 Conclusion

Overall, the study concluded that resource mobilization, project planning and project communication and monitoring influenced sustainability of community project at a varying degree and that all the four independent variables: project resource

mobilization, project planning, project communication, and monitoring, and evaluation were statistically significant. Moreover, the study concluded that there was improvement in adaptive capacities of communities to impacts of disasters, improvement in knowledge and practices amongst communities to prevent illness and seek health services for mothers and children, improvement of crop yield and diversification for target communities through adaptive agriculture, and strengthening of community systems in disaster preparedness and response.

Regarding the aspect of project resource mobilization, the study concluded that project resource mobilization had a statically significant effect on sustainability of community projects and negatively related. The study also concluded that stakeholders were involved in project resource mobilization and that stakeholder's involvement in acquisition of financial resource influences sustainability of community project. Moreover, the study concluded that provision of project material resources, execution of resource mobilization plans, mutual capacity building and international understanding to foster resource mobilization, developing partnerships with key actors including the government institutions, accessibility to adequate financial resources to enhance adaptive capacities of communities to disasters, improving resource acquisition for health and hygiene programmes and fundraising by stakeholders supplement project resources greatly influenced sustainability of community project. Additionally, the study concluded that fostering membership and volunteer engagement to enhance community skill and knowledge sharing, building networks among partners, availability of support for resource acquisition, and that continuous building of the community capacity affects sustainability of community project.

On the aspect of project planning, the study exhibited a positively significant relationship between project planning and sustainability of community project. Besides, the study concluded that stakeholders were involved in formulation and setting of the objectives of the community projects. Furthermore, the study concluded that identification of project resource, stakeholder's involvement in identification of risk sources, estimation of project sustainability scheduling, the identification of problems and offering prioritize based on the pressing need, and stakeholder's involvement in community project planning influenced sustainability of community project.

On the aspect of project communication, the study revealed a positive and significant relationship between project communication and sustainability of community project. Further, the study further concluded that there was effective project communication about community project. In addition, the study concluded that project execution decision is done with ease, harmonize the new innovative programmes with existing community systems to avoid creating conflicts, promote transparency and accountability, foster ownership through partnerships for health and social problem solving, development of evidence on equity, poverty and access to better healthcare, and adequate information sharing affected sustainability of community project.

Regarding the aspect of project monitoring activity, the study established that monitoring and evaluation had a statistically significant and negative relationship. The study also concluded that stakeholder involvement in monitoring and evaluation greatly affected projects' sustainability in the community. Moreover, the concluded that stakeholder's involvement in monitoring and evaluation help in correction of errors, monitoring and evaluation guides in justifying project costs, increased response controls, monitoring and evaluation helps in identifying sustainability activities challenges, and that it fosters project sustainability progress reporting.

5.3 Recommendation

Based on the outcome of the discussion, the study gives the following recommendations:

In line with project resource mobilization, the study recommends project stakeholders to adopt a wide variety of resource mobilization tools which comprise of project material resources, execution of resource mobilization plans, and mutual capacity building to ensure that the community project can outlive the life of the initial funding cycle. It is important to build mutual capacity building and international understanding to foster resource mobilization, and developing partnerships with key actors including the government institutions and community to ensure projects' sustainability.

Secondly, in line with the objective of project planning, the study recommends establishment of key structures and developing framework to help facilitate the coordination of community-wide efforts. All stakeholders input must be incorporated throughout the life of project including formulation and setting of the objectives of the community projects

On the aspect of project communication, the study recommends the establishment of effective and coordinated communication process involving all relevant agencies and individuals with interest in community projects. This communication must guarantee constant flow of information, deliberate, and productive exchanges of information among stakeholders. This is because effective communication promotes transparency and accountability and foster ownership among multiple stakeholders in a community project that can influence long term sustainability of the project.

Fourthly on the aspect of monitoring and evaluation, the study recommends proper identification of valuable and efficient utilization of resources. The process provides the most needed information to guide strategic planning, to design and execute projects, and to appropriate, and re- appropriate resources in the most efficient ways in an effort to bolster sustainability of the project.

5.4 Suggestion for Further Research

Based on the present focus of study to assess the effects of stakeholders' involvement on the sustainability of integrated community projects in Kenya: A case of the Kenya Red Cross integrated projects in Tana River County. The study identifies some areas that might require further research. Firstly, it would be imperative to carry out another study using a larger population. The study also suggests another study to be conducted using a different instrument to collect data like interviews. Lastly, the study suggests a similar study to be conducted in another county especially those counties prone to natural catastrophies such as Bundalangi in Busia county.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/Madam,

Re: Data Collection for Research Study

I am master student at Management University of Africa undertaking my research project paper as part of the fulfillment for the award of the degree of Master of Project Management. I am carrying out a study on assessment of '**Stakeholders involvement in Sustainability Community of project: The Case of the Kenya Red Cross in Tana River County**'. Findings of this study are intended to inform various parties about the influence of stakeholders' involvement on the sustainability of integrated community projects in Kenya: The success of this research is largely depend on the input I will obtain from you and other respondents. I therefore count on your support. Respond to all questionnaires as accurately and honestly as possible. This questionnaire is designed for the purpose of this exercise only and therefore all information contained in there will be treated with confidentiality.

Yours truly,

Patience Kadurira

The Management University of Africa

APPENDIX III: QUESTIONNAIRE

The information you provide will be confidential and will only be used for the purposes of this research. Tick (✓) your answer where necessary.

Section A: Background Information

1. Please indicate your gender
Male ☐
Female ☐
2. Kindly Indicate your age bracket
20-30 years ☐
31-40 years ☐
41-50 years ☐
51 and above ☐
3. Kindly indicate the highest level of education attained
Primary level ☐
Secondary level ☐
University ☐
Postgraduate ☐
4. For how long have you been involved in community Project?
Less than 1 years ☐
1 to 3 years ☐
4 to 6 years ☐
Above 6 years ☐

Section B: Stakeholder's involvement through resource mobilization on sustainability of community projects

5.To what extent is resource mobilization carried out by Kenya Red Cross Community Projects?

- Very great Extent ☐
Great Extent ☐
Moderate Extent ☐
Less Extent ☐

No Extent []

6. Are stakeholders involved in the acquisition of financial resource influence sustainability of Community Project?

Yes []

No []

Explain your answer.....

7. To what extent do you agree with the following statement concerning influence of stakeholder's involvement in resource mobilization on sustainability of community projects? Using the scale of 1-5 where (1= Strongly Disagree, 2= Disagree, 3 = Moderate Extent, 4= Agree, 5 = Strongly Agree).

	1	2	3	4	5
There is support for resource acquisition for the Community Project and sustainable community					
There is continuous building of the community capacity					
Foster membership and volunteer engagement to enhance community skill and knowledge sharing					
Mutual capacity building and international understanding to foster resource mobilization					
Execution of resource mobilization plans					
Building networks among partners					
Developing partnerships with key actors including the government institutions					
Fundraising by stakeholders supplement project resources					
Accessibility to adequate financial resources to enhance adaptive capacities of communities to disasters					
Provision of project material resources					
Improving resource acquisition for health and hygiene programmes					

8. Indicate other ways through which stakeholder's involvement influences sustainability of community projects

- i.....
- ii.....
- iii.....

Section C: Stakeholders Involvement in Project Planning on sustainability of Community Projects

9. Are stakeholder involved in formulation of the objectives of the community projects?

Yes []

No []

Give reason for your answer.....

10. To what extent do you think stakeholders are involved in setting objective?

Very great Extent []

Great Extent []

Moderate Extent []

Less Extent []

No Extent []

Kindly explain your answer

.....

11. To what extent do you agree with the following statement concerning community involvement in project planning and sustainability of community projects? (1= Strongly Disagree, 2= Disagree, 3 = Moderate Extent, 4= Agree, 5 = Strongly Agree.)

	1	2	3	4	5
The Stakeholders are being involved in Community Project planning					
Estimation of project sustainability scheduling					
Develop effective work base structures					
Stakeholders are involved in identification of risk sources					
Foster effective designing of the project					
Identification of project resource identification					
The identify problems and offer prioritize based on the pressing need					

12. In your own opinion, indicate other way through which involvement of stakeholder in project planning influences sustainability of community projects in Kenya.

i.....

ii.....

Section D: Stakeholder Involvement in Project Communication and Sustainability of Community Projects

13. Is there effective project communication about Community Project?

Yes []

No []

Give reason for your answer.....

14. To what extent do you agree with the following statement concerning stakeholder involvement in project communication influences sustainability of community projects? (1= Strongly Disagree, 2= Disagree, 3 = Moderate Extent, 4= Agree, 5 = Strongly Agree)

	1	2	3	4	5
There is adequate information sharing					
There is effective coordination of project activities					
The project execution decision is done with ease					
Harmonize the new innovative programme with existing community systems to avoid creating conflicts					
Foster ownership through partnerships for health and social problem solving					
Development of evidence on equity, poverty and access to better healthcare					
Reduction in conflicts hastening survival of the project					
Enhance collaboration among project stakeholder					
Improvement of capacity building					
Promote transparency and accountability					

Section E: Stakeholder Involvement in Monitoring and Evaluation and Sustainability of Community Projects?

14. Are stakeholders involved in monitoring and evaluation in Community Project?

Yes []

No []

15. What is the level of influence of stakeholder involvement in monitoring and evaluation in relation to community projects?

Very great extent []

Great Extent []

Moderately Extent []

Less Extent []

No Extent []

16. To what extent do you agree that stakeholder involvement in monitoring and evaluation influences the sustainability of community projects? (Where (1= Strongly Disagree, 2= Disagree, 3 = Moderate Extent, 4= Agree, 5 = Strongly Agree)

Statement	1	2	3	4	5
Foster project sustainability progress reporting					
Generating innovation through stakeholder engagement					
There is increased response controls					
Enhance effective decision making					
Identifying sustainability activities challenges					
Stakeholders Influence revising of budgeting					
Justifying Project costs					
Stakeholders helps in correction of errors					

Section G: Sustainability of Community Projects:

17. Please indicate your level of agreement with the following statements that relate to on sustainability of community projects. Using the scale of 1-5 where (1= Strongly Disagree, 2= Disagree, 3 = Moderate Extent, 4= Agree, 5 = Strongly Agree)

	1	2	3	4	5
Improvement of crop yield and diversification for target communities through adaptive agriculture					
Improvement capacities of communities in engaging in income generating activities					
Strengthening of community systems in disaster preparedness and response					
Improved programmes governance and strategic planning					
There is increased access to and essential package for health services for the target segment					
Improvement in adaptive capacities of communities to					

impacts of disasters					
Improvement in knowledge and practices amongst communities to prevent illness and seek health services for mothers and children					

.....Thanks you for your participation.....