THE IMPLICATION OF ORGANIZATION SYSTEMS ON THE SUSTAINABILITY OF DONOR SUPPORTED COMMUNITY PROJECTS IN MULALA DIVISION, MAKUENI COUNTY, KENYA.

BY

MARTIN KUNGU KIBIRO

This dissertation is submitted in partial fulfillment of the requirements for the award of a Master of Development Studies (MDS) from St. Paul's University

September 2016

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Supervisor: Dr. Nason Vundi

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DECLARATION

This dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

NAME OF STUDENT: **MARTIN KUNG'U KIBIRO** STUDENTS NUMBER: **MDS/NKR/4191/13**

SIGNATURE OF STUDENT _____ DATE _____

I confirm that the work reported in this thesis was carried out by the student under my supervision.

NAME OF SUPERVISOR: **DR. NASON VUNDI**

SIGNATURE OF SUPERVISOR _____ DATE _____

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DEDICATION

To my mum ‘Nyina wa Kimunya’, your prayers and unwavering support makes me what I am today. To my wife Nyambura and Son Jeremy, your support, encouragement and understanding during the study period and beyond are invaluable.

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ABSTRACT

Sustainability is one of the most critical challenges facing many development agencies as it defines their identity and role. Institutional strengthening and capacity development, and preoccupation with achievement of major outputs and general neglect for fostering sustainable processes among community stakeholders are some of the constraints found to affect project sustainability. A lot of effort goes into ensuring that community projects are successful, but most of these projects fail to thrive and realize their long term outcomes largely because most of the local partners lack their own software and hardware to ensure sustainability and long term impact of their development initiatives after the donors have exited. The study sought to examine the systems that supported community organizations have in place, what they lack, and their bearing on the sustainability of the work they do.

Focus was on the human and organizational capacity, resource capacity; legal and regulatory framework in place. The study was guided by the Systems thinking theory, and the theory of change. A descriptive research design was used where both the qualitative and quantitative approaches were considered. Purposive sampling was applied as the sample was drawn from subjects that had a form of a relation to the community organizations studied.

On Human and Organizational Capacity, the study found out that there are effective mechanisms for skills and knowledge transfer, as supported by 88% of the respondents. However, a capacity assessment of the organization was low with most organization not conducting it. The organizations have a governance structure which received low rating on having requisite skills to deliver on their mandate. The study established that the organizations mostly relied entirely on the donor support as attested by 74% of the respondents, with a lesser majority indicating efforts at self-support through income generating activities. The study revealed there being an over reliance on the donor for systemic support. 95% indicated that the community organizations had systemic challenges that affected the delivery of projects.

The organizations the organizations were found to be fairly equipped to deliver on their priority areas. On the legal and regulatory framework, the study revealed that all the organizations participating in the survey were duly registered and therefore recognized and had a constitution. Legal challenges cited included the lack of independence, donor influenced policy implementation, lack of enforcement modalities, and lack of clear organizational structure. On Sustainability, (88%) did not think that their organization would be able to exist without the support of the current donor. There were notable achievements in the organizations with more than half of the respondents agreeing that the project had been successful in achieving its goal. The study was also able to document the strengths, weaknesses and opportunities that the organizations possessed.

The study concluded that there was an over reliance on the donor on all variables in the study and recommended Relationships between donor agencies and LIPs needs to be defined properly, Capacity assessment be embraced, roles be clearly defined, a review of board member qualification, utilization of available local resources through the Asset Based Community Development (ABCD) approach, participatory monitoring and evaluation, development of resource mobilization plans, an a creation of localized policies and procedures.

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ACRONYMS

CDPF	-	Civic Development and Partnership Foundation
CO	-	Community Organization
CSO	-	Civil Society Organization
DOC	-	Developing Organizational Capacities
EPF	-	Eurasia Partnership Foundation
IAO	-	International Aid Organization
IFAD	-	International Fund for Agricultural Development
INGO	-	International Non-Governmental Organization
LIP	-	Local Implementing Partner
LP	-	Local Partner
M&E	-	Monitoring and Evaluation
NGO	-	Non Governmental Organization
RCCD	-	Resource Centers for Community Development
SDG	-	Sustainable Development Goals
SHG	-	Self Help Group
TOC	-	Theory of Change
UNEP	-	United Nations Environmental Programme
UNODC	-	United Nations Office on Drugs and Crime
USAID	-	United States Aid for International Development
WASH	-	Water, Sanitation and Health
HIVOS	-	Humanistisch Instituut voor Ontwikkelingssamenwerking (Dutch: International Humanist Institute for Cooperation with Developing Countries)

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CHAPTER ONE

INTRODUCTION

This chapter gives an overview of sustainability of donor-supported community organizations in relations organizations systems. It also presents the statement of the problem, the study objectives, study questions, the significance of the study and its limitations as well as the scope and the conceptual framework.

1.1 Background of the Study

A documentary by McKinley Middle Charter School holds the opinion that sustainability is not a product but rather a process. It does not happen by itself and calls for action and involvement of all concerned stakeholders (https://www.youtube.com/watch?v=iGZ2W-8JC2E).

Project sustainability is one of the most critical challenges facing many development agencies as it defines their identity and role. The measure of an organizations success and realization of its goals and outcomes is benchmarked on sustained benefits. It is not possible to claim lasting impact in terms of poverty reduction without ensuring this aspect of development (IFAD 2009). Most projects, after they have been handed over to the management of the local partners (LPs) and or the communities tend to be run down or out rightly mismanaged. Sustainability is such a going concern that the Millennium Development Goals (MDGs) have now been replaced by the Sustainable Development Goals (SDGs) as its emerging priorities in the post 2015 development agenda (Belize and UNDP: 2013). According to Cafod (2013), both the post MDG and the SDG processes have the eradication of poverty within the context of sustainable development. Therefore, with the current trend in development the component of sustainability cannot be wished away or ignored, but the work and processes of development must revolve around it.

According to Orkoley (2012), survival of local organizations can be improved if they are able to develop and implement need-based and demand-driven programmes, supported by good leadership, transparency, accountability, and commitment to meet felt and expressed the needs of beneficiaries. Michael (2004) argues that local nongovernmental organizations

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(NGOs) in Africa lack power, i.e. the ability to set their own priorities, define their own agendas and exert their influence on the international development community.

Development agencies have to work hand in hand with local implementing partner's to realize their goals. Hofmann (2004) reports that, the humanitarian system has not been particularly good at analyzing impact. However, that does not mean that improvement is not possible, though it is likely to require greater commitment on the part of both donors and agencies. A study commissioned by HIVOS (International Humanist Institute for Cooperation with Developing Countries) indicated that HIVOS implementing partners felt that they can improve on involving partners in shaping strategy and in further promoting partners' work publicly. Further a public report released by Keystone (2011) indicates that the implementing partners for 25 Northern NGOs indicated that the NGO's rarely involve them in shaping strategy or explain when they expect to stop working together. The report further indicates that the respondents actively asked for assistance in building their organizational capacity in contrast to project based support. They were also concerned with what was termed as increasing bureaucratic behaviors within the NGOs. A respondent for the survey intimated that:

> The NGO seems to set ambitious targets as compared to the anticipated result [and] the resources provided ... This kills the creativity and flexibility of partners implementing to attain the result.

Yet another respondent indicated that:

> In the past [the NGO] was much more flexible, and respected our planning and priorities. Now it tends to be much more demanding, trying to get partners to fit the requests of the governments or other co-funders.

These responses are an indication that local organizations often feel stifled by the donor demands. Respondents in the Keystone survey agreed that the technical support they had from the NGOs was highly important and would want to continue getting the same support in the future. The respondents expressed the desire for institutional capacity building. Also a concern was the sporadic and ad-hoc engagement with programmes, with a focus more on the projects and less on how they do the LP programmes.

An evaluation conducted by IFAD (2007) on the projects they initiated in Asia showed that 50 per cent of the projects evaluated rated only moderately satisfactory for sustainability and

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33 percent remained unsatisfactory. A Technical report by Hodgkin (1994) on WASH projects supposes that in spite of a general agreement that sustainability of improvements in quality of life and valued benefits should be the goal of development assistance, there continued to be many projects undertaken by international development organizations which fail to sustain benefits. The report further indicates that, for donor-assisted projects, the cessation of direct donor assistance will usually coincide with completion of construction or shortly thereafter. The critical event for evaluating sustainability is the removal of donors from financial, operational, and management support roles.

According to Brehm (2000); both the Southern[1] and Northern Partners are of the view that organizational capacities limit sustenance. He further argues that a mismatch of capacity is a common occurrence, making it difficult for Southern Partners to have mutual relations with the Northern counterparts.

> Southern Partners want less domination and do not want to be controlled by the Northern NGO. The dependence on external funding is a serious constraint to the development of partnerships. As Partners in the South gain confidence, they are making increasing claims on the Northern NGOs for greater equality and a voice in policy dialogue (Brehm: 2000).

Project sustainability is a global issue and according to IFAD (2009); underinvestment in institutional strengthening and capacity development, and preoccupation with achievement of major outputs and general neglect for fostering sustainable processes among community stakeholders are some of the constraints found to affect project sustainability in most areas. Insufficient priority is given to the promotion of community participation, collaboration and collective decision-making. The role of the NGO sector has been accompanied by heightened expectations of accountability and requirement for demonstrable evidence that they can significantly contribute to national development as earlier thought. In most developing countries, NGOs have been associated with several weaknesses including lack of experienced manpower, limited financial assistance, having short range objectives, yielding to political influences and corruption (Orkoley 2012).

[1] The Southern partner is a term describing countries that receive development aid; while the Northern describes countries that give development aid. (Fowler:2000)

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According to Movik (2010) the stability and durability of a project is, to a large extent, determined by the force and permanence of behaviour change, thus becoming of importance to understand the factors contributing to undermining or sustaining behaviour change. He further states that, of all errs, most projects implemented lack devoted attention to developing or implementing a specific exit or sustainability strategy. Middlemiss (2009) puts it that people do change their sustainability practices as a result of involvement in community-based organizations which are active on sustainability. The nature of the community-based organization and the activity that it runs, predict the intensity of change in sustainability practices.

In terms of setting their development agenda, most Local Implementing Partners (LIPs) feel disillusioned. Tsitrinbaun (2012) indicates that programming is donor driven, with outputs and deliverables set without reference to the LIPs or the communities. He further indicates that most local NGO's do not describe their organizations as strategic partners, but as sub-contractors or short-term implementing partners of International Aid Organization (IAO).

Most Development agencies have within their ranks partnership development and facilitation units and departments to work with the LIPS, mostly to ensure effectiveness and Capacity building, but peg the question, what does the capacity building entail? How does it ensure the LIPs stand on their feet, long after the donors have exited? How effective are the systems that they build? Bonbright (2004), states that the infrastructure of CSO's have been neglected, and left incomplete and undercapitalized. He further alludes that genuine infrastructure emerges indigenously. External drivers can influence and shape, but they are highly unlikely to last. The neglecting of the systems/infrastructure and the importation of foreign models at the expense of locally realized models have a bearing on the success and longevity of the programs and projects undertaken.

A study conducted by IFAD (2006) on the Land Conservation and Smallholder Rehabilitation Project in Ghana indicated that, only 80 ha of the planned 372 ha was available for farmers (22% of planned irrigable area). The study also indicated that rather than jointly developing strategies, the Coordinating Unit typically employed NGOs as executing agents without adequate emphasis on their feedback. The report further recommended that for effective

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Monitoring and Evaluation (M&E) and project implementation, project staff would rather develop a more responsive relationship with advisers that can be available on a more regular basis.

In a research conducted in Somali, on aid partnerships, by Tsitrinbaum (2012) one of the senior staff interviewed on the issues of partnership indicated that:

> On the longer term, being strictly an implementing agency retards our organization. We are accustomed to a certain mode of operations that keeps us on survival mode, chasing survival contracts and seriously impacts our ability to think and plan strategically.

The study indicates that imbalance of power between IAOs and local NGOs in Somali may leave little room for genuine equality and autonomy in partnerships. Such challenges need to be openly discussed by partners.

A fish processing plant, developed with the support of the Norwegian government in Turkana at a cost of USD 22 million, failed after a few days because the cost of running it were too high. Community-based surveys of a Nutrition project in Makueni whose goal was to increase household food security and improve nutrition security, supported by AMREF showed that there has been no significant decline in nutritional status, but the situation seems to have fluctuated somewhat depending on the drought situation. Further, the community involvement in monitoring and evaluation is less apparent, partly because the project) itself lacked a systematic monitoring mechanism. (http://www.fao.org/docrep)

Mulala area experiences a number of problems, key among them Food insecurity due to low agriculture production, Food relief is common in the area; High poverty levels with over 50% of the population in the project area, which is rural-poor, with income levels below USD16 per month; High unemployment rate due to lack of employment opportunities; Low levels of education - an indication of incapacity for investment in development activities; Poor health and lack of potable water. Because of this a number of non-state actors have invested resources to mitigate against these issues. Despite these investments, most of these initiatives do not live to see their desired outcomes. If not adequately addressed; low sustainability will have an effect on the goodwill that organizations have with donors and in the long run, opportunities for development will be missed, and will make the realization of Kenya's vision

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2030 anything but just a mirage. This study interrogated capacities of donor supported community organizations, more so on the sustainability after they have been handed over, to the community to run and manage, by the development actors, mostly the Non-Governmental Organizations. The study concerned itself with the infrastructural capacities of the LP which included the knowledge base, resource base, the partnerships and their basis, legal and regulatory framework, the LPs strategy and their overall bearing on the sustainability of the development initiatives in Mulala Division of Makueni County.

1.2 Statement of the problem

A lot of effort in terms of time and resources (human and capital) goes into ensuring that community projects are successful. Often, the community contributes both financially and materially towards the successful completion of these projects. Despite this, most of these projects fail to thrive and realize their long term goals as had been envisaged in the initial plans and designs. This study sought to examine the organizational system that the LIPs have in place, with the view of ascertaining their capacity and risks, and their bearing on the sustainability of the projects implemented in partnership with other development agencies.

Bonbright (2004) views civil society infrastructure as the set of institutions that create the conditions in which efficient and effective citizen organization for public benefit can flourish – often referred to as 'enabling conditions'. These conditions include; the legal and regulatory framework; the resource base; the knowledge base; Human and organizational capacity;' and Accountability. Most of the local partners operate under the shadows of their donors or partners and as such they operate under the policies, conditions and guidelines of the donor partners.

Mulala Division is a semi-arid region in Makueni County. As such it attracts a variety of donor support to cushion the community from the vagaries of the climate and build a sense of resilience. Many projects ranging from water and sanitation, to health and nutrition, education and economic empowerment have been initiated. The implementation of these projects is mostly done collaboratively, between the donor and the LIP. However there is a lack of sustainability of the development initiatives supported by various donors as demonstrated by projects that grind to a halt when a support comes to an end. A number of

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donor-funded water projects in Mulala Division, a community faced with perennial water shortage have stalled after breaking down despite huge amount of resources being channeled in the initiative. The projects had been handed over to the community, and had management committees overseeing their operation. This is an indication of an underlying issue, and there is a need to understand why the donor projects fail to thrive once the donor exits from the project.

The study sought to establish whether the LIPs have the requisite software and hardware capacities to ensure sustainability and long term impact of their development initiatives. The study examined the organizational capacities of the LIPs, specifically capacity building, resource base, legal and regulatory framework as well as the nature of the partnerships and how they impact on the longevity of the development initiatives.

1.3. Purpose of the Study

The purpose of this study was to examine the implication of organization systems on the sustainability of donor-supported community projects in Mulala Division Makueni County.

1.4 Specific Objectives of the study

The objectives of this study were:

i. To establish how the community human and organization capacity affect sustainability of projects in Mulala Division, Makueni County.
ii. To determine how the community organization resource capacity affect the sustainability of projects in Mulala Division, Makueni County.
iii. To examine how the legal and regulatory framework that community organization work with affect the sustainability of projects in Mulala Division, Makueni County.

1.5 Significance of the study

The study aimed at providing possible measures to ensure LPs and communities sustain the projects under their charge after they have been handed over to them by development agencies. The study gives an assessment of the risks and the capacities that the local organizations have in addressing sustainability issues. The study brought out the critical issues between donors and their partners, with the intent to identify a win-win mechanism on

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development. The study hoped to provide information to development agencies on how they can engage better with the local partners so as to ensure the investment done in the projects lives to their desired end. Finally the study sought to establish how the communities and LPs would be engaged and prepared so as to ensure they measure up to the task of sustaining their projects. The study is hoped to have brought out a perspective that will be useful not just to partners and donors in development, but also to policy makers at the County and National Governments, project managers and the academia, by giving empirical literature.

1.6 Scope of the study

The study was based in Mulala Division of Makueni County, a division that has a number of organizations implementing various development projects. The study limited itself to those organizations which are funded or supported by other entities partly or in entirety. There are quite a number of supported organizations, but for the purpose of the study, the study focused on eight supported community organizations. The study focused on the capacities of the organization with emphasis on Human and Organizational capacities, resource mobilization capacities and the capacities of legal and regulatory framework and their bearing to sustainability. In conducting the research, board/committee members, staff, interns and community leaders affiliated to eight donor supported organizations in Mulala we sampled purposively.

1.8 Assumptions and Limitation

The study assumed that the respondents will be willing to give information regarding the projects. The limitation of the study was that, some of the respondents held the view that the study was being conducted for the purpose of financing projects in the area and this may have led to biased responses. Some of the respondents may have hidden information so as not to appear to be complaining, while some may have been too polite for fear of embarrassing their development partners. These limitations were addressed by making clear the intentions of the study were purely academic.

1.9 Definition of operation term

Sustainability - This refers to the ability of established community projects enduring overtime and realizing their longer term

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goals and outcomes.

Development - The process of improving the quality of all human lives and capabilities by raising people's levels of living, self-esteem, and freedom.

Development Agencies - These are organizations that are involved in development projects and will include Faith Based Organizations, Community Based Organizations, and Non-Governmental Organizations.

Organization Systems - Infrastructural Capacities (Hardware and Software) that enable the functioning of the organization NGO's, CBO's, FBOs, SHG, and any other local CSO

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter will review literature related to sustainability and organization systems. This section will present a critical view of how the organization system impacts the sustainability of community projects. Core issues discussed include the challenges of sustaining community projects, human and organizational capacity, resource base, legal and regulatory framework of community organizations (CO's), as well as literature on possible intervention approaches such as Institutional/ System Strengthening, partnership development and participation, and appreciative inquiry.

2.2 The Concept of Sustainability.

Sustainability means different things to different people given the many dimensions it has, therefore a single definition remains elusive. According to the New Zealand's Department of Internal Affairs, the word sustainability is derived from the Latin sustinere (tenere, to hold; sus, up), therefore in literal sense it means to hold up.

Kates, et al. (2005) says that Sustainable development can be viewed as a social movement a group of people with a common ideology who try together to achieve certain general goals; and as WaterAid (2011) puts it, Sustainability means beneficial change in access to services leading to corresponding lasting outcomes and impacts in people's lives. WaterAid further argues that time dimension implied in the idea of sustainability is not finite in that once change for the better has been brought about, that trajectory of change must be maintained and enhanced. Sustainability, in the context of donor-funded development programs and projects is the continuation of benefits after major assistance from a donor has been completed (AusAID: 2000). It is further argued that the focus is on sustaining the flow of benefits into the future rather than on sustainable programs or Projects, ensuring ownership and support by the interested parties on a continuous basis building on the assets available locally. This way the benefit obtained will be maintained after the major assistance from the donor has been completed.

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The perceived advantages of NGOs in reaching the poorest have increasingly been disputed recently (Drehler: 2007). Much public discussion about foreign aid has focused on whether and how to increase its quantity. Under the rubric of aid quality come a number of themes: untying, that is dropping requirements that aid be accepted in kind or spent on donor-country goods and services; selectivity for countries deemed more deserving and propitious as recipients; harmonization of donors' procurement, reporting, and other requirements; alignment with the recipient's own goals and plan; coordination among donors to prevent duplicative efforts; and proliferation of many small aid projects (Roodman: 2006). Upholding the value flow after donor funding is done presupposes that the stakeholders including the government, community groups, and/or private sector will provide an appropriate level of resources required be they financial, technical and managerial. Sustainable development requires the participation of diverse stakeholders and perspectives, with the ideal of reconciling different and sometimes opposing values and goals toward a new synthesis and subsequent coordination of mutual action to achieve multiple values simultaneously and even synergistically (Kates et al : 2005).

According to WaterAid (2011) sustainability matters because of the obligation the organizations have to those they serve given that they have expectations; cost-effectiveness and good stewardship as organizations have an obligation to invest the resources entrusted to us wisely; in the event of failure instead of building self-reliance, it exacerbates and accentuates the dependence of communities on external organizations; and also because failure of the project quickly reverses the hard won benefits.

Sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs (Brundtland:1987). Riddell and Robinson (1995:96 in Drehler 2007) stress the difficulty of making firm generalizations about the role and impact of NGOs in poverty alleviation; with a conclusion that concludes that; while typically achieving their stated and immediate objectives, the overall development impact of NGO projects was small, with three of the four country studies even suggesting that NGO projects did not often reach the poorest.

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Aid effectiveness has been a subject of concern and discussion. Globally there have been a number of forums by donor agencies such as the Rome Declaration of 2003 forum, which was followed by the Paris forum and Declaration in 2005, as well as the Accra Agenda for Action in 2008. Greater emphasis is required on getting the service component of service delivery right if progress is to be made. Civil Society Organizations initiatives have been successful in reducing poverty and vulnerability at a local level, albeit there being limited substantiation of their impact to the wider, long-term outcomes. (Coventry: 2013)

2.3 Challenges in Community projects Sustainability

Timothy, Whittington and Bell (2015) argue that while many organizations are acknowledging the importance of sustainability, the implementation of an effective strategy to achieve a sustainable organization remains a challenge. There are many inter-related reasons why the achievement of sustainability poses such a challenge. These challenges can be broadly put into three categories namely: limited capacity (in the sense of knowledge, skills and material resources) of communities, local government institutions and other service providers to manage systems; inadequacy of financial revenues to cover the full operation, maintenance and capital maintenance costs of infrastructure ; and the historical approach to service delivery of different actors which is fragmented, has competing agendas and is characterized by a general disregard or lack of understanding of government frameworks (WaterAid: 2011).

AusAID (2000) acknowledges that among factors affecting sustainability of organizations include partner, Government and donor policies, management and organization, local participation and ownership, financial, awareness and training, technology, social, gender and culture, environment, external politics and economies. Another challenge of sustainability is how to measure it. Agreeing on the best indicators to measure sustainability or progress towards sustainable development is a challenge. There is need for sustainability impact assessments that can be applied to policies, programmes or agreements; to the national, regional or international levels; and to particular sectors of the economy (Strange : 2009).

According to Datta (2008), the remoteness of the Community Organizations location is a major and concrete challenge in building their capacities. He further argues that finding qualified staffs that are willing to work in remote areas on a long-term basis is extremely

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difficult; thereby having a bearing on the sustainability of the projects undertaken. A research by Civic Development and Partnership Foundation (CRPF: 2009), indicates that there are no well-defined approaches for implanting development project evaluations in impact assessments. Respondents noted that there is a tendency on the side of implementers of emphasizing outcome and result level rather than the impact.

Sustainability of community development initiatives is a major concern of all stakeholders. When planning, it is essential to assess human and other resources available and plan on developing and leveraging the existing capacity. This could not be summarized any better by UNESCO who argues that:

> The kind of change required by sustainability implicates each community, each household, and each individual. Successful solutions to problems at this level of society will need to be rooted in the cultural specificity of the town or region if the people are to be supportive of and involved in such change.
>
> - UNESCO (1997)

2.4 Organizations Systems and their effect on sustainability.

> "When we work with others, it works better. Even so, we collectively have much more to do before we achieve hard to-change outcomes such as an end to malnutrition and universal completion of primary education. This kind of work…requires system-level change."
>
> - ChildFund International

According to AusAID (2000) initiatives that build on and integrate with, LP structures have better prospects for promoting sustenance of benefits, compared to those which put in place new structures. Adequate consideration of the capacity of local organizations systems to support staff and service delivery must be put in place during designing of projects and programmes.

Many CSOs do not have staff with sufficient technical and financial skills to effectively implement programmes. Capacity building opportunities are few and limited. In the face of recurring staff turnover, CSOs find themselves continually in need of capacity building. Donor funding has and still is provided for programmes without taking into consideration the health and sustainability of the organization. Capacity building programmes and strategic

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partnerships between civil society and other key sectors are essential to nurture the performance and sustainability of civil society (Vandyck: 2014).

IFAD (2009) states that a number of institutional and technical factors influence the sustainability of infrastructure development projects adding that in order to improve this sustainability, donors must avoid the temptation to focus solely on the achievement of physical and financial targets which would lead to failure to promote community ownership and to the premature granting of responsibility for infrastructure maintenance to partners. It is essential that infrastructure activities be fully integrated into other components in a manner that effectively supports the livelihood security of participating communities.

Datta (2008) puts it that every so often; most local organizations are fragile and deserve consideration of support from competent workforce, who can assist them in enhancing their capacities. Djamankulova, K. et al (2010) in a study on NGOs in Asia found that most of them were implementing projects and programme but were finding it difficult to devote sufficient attention to organizational and institutional development. Carried along with the flow of their daily tasks, such NGOs are not always able to cope with unexpected situations and factors.

2.5 Human and Organizational Capacity and its effect on Sustainability

Ongoing development of human resources is essential for a successful NGO. At the same time, it is important to ensure institutionalization of skills and capacities within the organization, which is necessary for sustainability of capacity development (CRPF: 2009). According to Bonbright (2004) most organizations have not attended to their infrastructure; leaving them shaky, uneven, incomplete and undercapitalized. According to Venture Philanthropy Partners (2001), Capacity is one of those words that mean all things to all people, and nonprofits have approached and interpreted capacity building in many different ways.

2.5.1 Knowledge Base / Capacity Building and its effect on Sustainability.

As organizations play increasingly important roles in our society, it becomes even more critical for them to perform effectively, argues Venture Philanthropy partners (2001). They further add that despite this new emphasis on the importance of capacity building, the sector lacks a widely shared definition of the term. There is also precious little information about

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what works and what does not in building organizational capacity. There has been inattention to capacity building, which has not been adequately supported by funders and has been of secondary as managers try to deliver programs and services to people. Arnim, et al. (2010) states that, the lack of institutional learning and training for administrative staff hampers the adoption of sound planning and decision-making approaches in everyday practice. There are no institutionalized facilitators and coordinators capable of translating and mediating between different types of knowledge, planning and decision-making cultures and agendas.

Capacity is defined as; the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably. Capacity building is an evidence-driven process of strengthening the abilities of individuals, organizations, and systems to perform core functions sustainably, and to continue to improve and develop over time. According to UNEP (2002) it is becoming clear that capacity building is central to the quest for sustainable development and that the ability of regional organizations, national governments and civil society to address the principal challenges of sustainable development must be reinforced for them to realize their goals. UNEP further asserts that capacity building aims to inspire, inform and enable.

Capacity building needs assessment is critical in that it seeks to explore and document the existing capacity building structures systems and tools; explore perceived training needs of various levels of functionaries (Service providers, staff, etc) and giving recommendations for improving capacity building systems (UNODC). According to Rick (2014), in his article *Calling Our Bluff on Capacity Building*, the focus of INGOs on building the capacity of the local partners is more of what they need from the partners, rather than help them attain autonomy. He further argues that international agencies contemplate capacity building at the point of exit consideration from a country or a partnership, thereby being left with a few left short-term options. Rick also brings another dimension where he argues that:

> As international NGOs have been supposedly building capacity, they have also been plundering the capacity of partners. As larger operational NGOs have expanded their programmes, they have tempted local NGO staff away with higher salaries. In Malawi for example, more NGO staff now work for international agencies than local ones. Those same international NGOs bemoan the lack of capacity in their local NGO partners.

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According to a CRPF (2009) research in Armenia, local organizations in Armenia needed technical and capacity-building assistance. External assistance is crucial for NGO capacity development for a range of reasons which include; lack of financial resources for operational expenses and for capacity development; need in coaching and consultation in planning and implementation of capacity development activities; nonprofits needing development do not and could not have enough awareness on their development gaps and opportunities. AusAID (2000) argues that a local partner ability to take in or grip new structures, systems, ideas and funds is mostly inadequately evaluated and over-ambitious presumptions can be made.

Adequate analysis of an organization is required at the design stage if the management structure is to be realized properly; thus the need for specific knowledge, skills and field time. Appropriate training for the target groups identifies is often an essential strategy for realizing sustainable benefits. To improve the prospects for sustainability it should start at the right time (i.e. not near the end), be conducted throughout the program or project, and allow for repetition. Training that is effective should educate as well as motivate; merit must be considered on identifying trainees, participation must be gender inclusive, and be of direct application to their work. Creating an understanding of, and support for, a program or project's objectives among a wide group of stakeholders should be a component of any sustainability strategy.

Rick (2014) has faulted the capacity building offered by INGOs arguing that focus is more on compliance of the LPs other than having their capacities enhance, adding that the LPs have been made better grants managers other than becoming more effective development agencies. Rick further argues that the capacity enhancement offered is keen on issues such as proposal development, financial management, monitoring and evaluation, and reporting, instead of focusing on vital issues such as identity, leadership and strategy. Capacity building requires long time perspectives and interacting in the chaotic realisms of adjustment and as such donors are demanding evidence of impact in capacity building.

Capacity building addresses three integrated and reinforcing components: individual/workforce, organizational, and systems within a country setting. The conceptual framework for capacity building stresses the interrelationship of the three components, the individual, organizational and systems often requiring concurrent and sustained capacity strengthening of all levels over time.(Pepfar:2012). Capacity building is like a fertilizer

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necessary to encourage the healthy growth of a civil society. It also helps civil society withstand the threats from unpredictable governance and instability in the region (Vandyck: 2014). Vandyck further argues that Capacity building has a vital contribution to make, but it needs to be done well.

2.5.2 Leadership vis-à-vis Sustainability

Leadership is the most essential ingredient in organizational sustainability and the most important determinant of organizational performance. Key elements of leadership are vision, innovation, decisiveness, and a strong people orientation (Vasant (2003). He further asserts that Leadership is the controlling force in organizational development and that the leader with vision defines a clear and compelling agenda that is communicated effectively within the institution and leads to broad alignment with that agenda. Vandyck (2014) argues that absence of a leadership culture that promotes performance and succession planning on the whole, leadership within CSOs is not adequately results-oriented. Pourdehnad and Bharathy (2004) argue that transformational leadership requires the ability to encourage and facilitate the formulation of an inspiring vision, but it also requires the ability to implement pursuit of that vision.

Kathleen (2007) asserts that societies can be on a trajectory towards sustainability when enough people possess the ability and choose to pursue sustainability. When peoples' enthusiasm inspires a sufficient number of people to become engaged the multiplier effect becomes activated. Arnim et al (2010) states that conflicting institutional cultures in terms of "bottom-up," i.e. leadership by the community supported by local NGOs vs. "top-down", i.e. leadership by the administration (hierarchical structure) impede collaborative efforts and the appropriate involvement of all relevant stakeholders at the right time. Development of leadership skills in individuals is necessary because it creates capacity within a community to share learning with others. It is this cascade effect that builds and sustains a learning community. Leadership development helps community members to help themselves, through learning how to learn and in the process developing problem-solving and other lifelong learning skills.(Judith: 2012)

Michael (2004) states that most local organizations lack power; that is the ability to set their own agenda and to exert influence over others to achieve it. This absence of power structures

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among local organizations, she states, has undermined development, and eventually has implication on sustainability. AusAID (2000) argues the need for active participation of the stakeholders, which is ideally having the chance to guide the direction and detail of design and execution.

AusAID further argues that:

> "Donor-led and top-down projects generally fail to bring sustainable benefits because they do not lead to stakeholder ownership and commitment. Genuine participation and ownership is not being adequately addressed if the main strategy consists of simply running workshops or briefings to let 'them' know what 'you' are doing."

Keystone (2011) suggests that INGOs enter into dialogue with partners in order to ensure a more collaborative and enabling leadership style. This new leadership style should come from the understanding that INGOs have a responsibility to promote partners and help them comprehend, navigate and find their place in the overall aid architecture. According to Pourdehnad and Bharathy (2004) leadership is an important and indispensable component of transformation efforts. A system cannot learn and adapt unless its management can. He further asserts that, leaders should be system thinkers themselves who recognize that the performance of the organization is not the sum of its parts but the product of the interaction system.

2.5.3 Monitoring and Evaluation and its relation to Sustainability.

In the context of the struggle for sustainability, monitoring has two important functions. It is essential both for accountability; assuring governments, donors and user communities that services are appropriate, affordable and in compliance with standards and for management in that you cannot manage what you don't measure. The first is about knowledge, the second about action. (WaterAid: 2011).

Monitoring and Evaluation (M&E) plans should include specific indicators that measure each of the four principal dimensions of sustainability; institutional sustainability, community and household resilience, systemic environmental change, and community empowerment (IFAD: 2009). According to Adams and Garbutt (2008), in a paper on monitoring and evaluation from a survey conducted in Asia, the participation and involvement of partners in developing

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a monitoring and evaluation system was a challenge, so was keeping a balance of priorities, thus easily falling into the tap of external system development and management.

2.6 How Does the Resource Base of the LIPs Relate To Sustainability?

There is high dependency of local organizations on grant/donor funding. As a result, they often try to fit with donors' funding requirements. When implementing grant projects, the local organizations have little possibility to influence donor organization's approaches. Some respondents mentioned that there are no sound mechanisms and systems for communicating with international organizations, which weakens collaborative efforts (CRPF: 2009)

According to Vandyck (2014)**,** most CSO's have insufficient organizational, technical and financial sustainability. A rapid needs assessment conducted by CIVICUS and WACSI revealed that CSOs in West Africa do not have adequate skills and assets to sustain their organizations. Many organizations lack the organizational, technical, and financial muscle to thrive without project-based donor funding. An enabling condition for civil society would be a sufficient and sustainable resource base (Bonbright: 2004)

2.7 Legal and Regulatory Framework and its place in sustainability

2.7.1 Policy establishment

According to CRPF (2009) there is need for concentrated efforts in developing and implementing membership policies and procedures in accordance to their internal and external environment. Only given recognition and successful utilization of the role of governing body, larger involvement of members and beneficiaries in governing bodies of organization will contribute toward more sustainable involvement of beneficiaries in decision-making level. Vandyck (2014) also argues most CSO's have limited capacity to influence and conduct policy engagement. Most of them do not have capacity to engage effectively in public policy conversations. They lack research skills, credible platforms to express their views, and connections within government machineries.

According to AusAID(2000) development initiatives which fit with policies of a partner Government, have better chance for sustenance since they are most likely to have political and institutional support during implementation and beyond. Further, Focus of donor funding has mostly been on new capital investments; excluding support of operations and maintenance budgets. This, AusiAID(2000) argues can have adverse effects on sustainability,

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especially in areas undergoing budget deficits. New projects that are capital intensive require additional operation and maintenance funds that have to be drawn from the same limited pool of funds that finance other ongoing programs.

According to Datta (2008) policies from the donors are important in that they influence terms of engagements, the duration of funding, and what is to be funded. However, there is little evidence of there being greater consideration of the Community Organization own policies. The donor rules usually supersede the CO guidelines. Often, CO's enter into agreements with donors on guidelines fully established by the donor, without the involvement and/or consultation with the CO. Datta (2008) argues that policy implementation in any organizational on an ongoing context needs meticulous scrutiny and discussions with partners.

2.7.2 Partnership

VanSant (2003) argues that autonomy is the organization's degree of independence from other organizations or forces in its environment. Effective autonomy is reflected in the power to make decisions about basic matters such as organizational goals, policy, budget, hiring practices, pay and incentives, and external linkages.

According to Brehm (2000) the term partnership has different meaning to different people, with others viewing it as working in close collaboration in achieving a common agenda. He further elaborates on an indepth definition of partnership where the concept of a business partnership, with shared goals, obligations and indeed shared risks is considered. Brehm further states that the idea of partnership in development is less clear as it has become more fashionable. Partnership looks at organizational relationships between different actors and it can be used interchangeably with development co-operation. Partnership goes beyond defined collaboration and contractual agreement amongst organizations. He further argues some crucial essentials in partnership centre on mutuality, clearly defined expectations, rights, responsibilities and accountability. Since trust is vital, partnerships can only develop over a period of time where there is a sense of long-term commitment.

Coventry (2013) indicates that there is substantiation of possible tension between supporting organizations to deliver development such as through results driven programmes, and to

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strengthen civil society e.g. by developing capacity through partnership. Studies on CSO's have identified potential negative outcomes as a result of automatic interpretation of a results-based approach to work with civil society. There is need for shared understanding between CSOs and donors on what they aim to achieve together and how success will be measured. OECD (2012 in Coventry 2013) suggest that a there is need to ensure a balance between reporting results for accountability and compliance purposes, and reporting in a way that promotes learning. The need to define roles and responsibilities of different players and in particular to build partnerships with and capacity of local government is an issue that features amongst development organizations (WaterAid: 2011)

A survey conducted by Keystone (2013) indicates that partners are not satisfied with the amount of the support provided by the INGOs with 45% seen as detractors. The partners also feel that INGOs are not flexible enough, not allowing them to make the changes they need about how they spend the funds. The survey report indicated that 56 out of 62 INGOs participating in the survey received a negative score on partnership. Keystone further argues that INGOs tend to add their own conditions on top of those of back donors, resulting in even stricter requirements. Fisher (in Vasant 2003) identifies several keys to organizational autonomy which include; being driven by mission rather than by donors or other funding sources, financial diversification from any single-source patron, a mass constituency, technical expertise, strategic knowledge on development issues, and social and managerial knowledge.

An Impact report by ChildFund International in 2013 acknowledges that when ChildFund, an NGO, work with others, it works better; though there is much more to be done collectively before achieving hard-to-change phenomena that require the collaboration of many actors toward synchronized objectives and systemic change.

2.8 Addressing sustainability of supported community organizations

2.8.1 Institutional/ System Strengthening

A report by CRPF (2009) argues that NGOs should have developed service development and delivery approaches and practices as well as institutionalize those accordingly. Organizational internal culture should be addressed to maintain those challenges. CRPF further alludes that Major effort needs to be put on developing practices in cross-sector

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collaboration. Institutional mechanisms are to be developed and put in practice. Significant awareness-raising campaign should accompany these processes.

Anyonge et al (2013) states that development agencies need to adapt and change in order to move towards stronger and deeper alliances that involve all actors. Increasingly these agencies are focusing on how institutions and organizations can contribute to promoting sustainable development, therefore sound institutional and organizational analysis is critical to the design, implementation and sustainability of development projects. Institutions are recognized as important elements underlying all social, organizational and even individual processes of change. There is also need to understand processes of institutional and organizational change in order to practice development.

2.8.2 Partnership Development and Participation

Partnerships are made possible by preexisting access to information and consultation practices, and are thus becoming the most advanced form of engagement; however, lack of trust amongst the partners remains to be the main challenge (OECD: 2004). As UN (2013) puts it, development agenda must be conceived as a truly global agenda with shared responsibilities which will need to evolve with the changing development landscape to enable transformative changes.

According to Brehm (2001) partnerships between NGOs are a crucial element of international development processes. However, there are difficulties inherent in cross-cultural, inter-organizational relationships and as such it is important for all parties to be clear about the purpose of the partnership, the mutual expectations and responsibilities. Brehm proposes the following key elements in partnerships:

- Genuineness on partnerships, bearing in mind that genuine partnership depends on the partner organizations having similar organizational capability.
- Developing an agenda which will guard against the tendency to impose.
- Mounting a consistency in practice whereby relationships are less formalized and more systematic.
- Valuation of relationships, whereby there is a reciprocal evaluation of the partnership.
- Reinforcing policy discourse in a methodical manner.

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A study by Narayan (1995 cited WaterAid 2011) on community participation in rural water supply projects and their subsequent effectiveness showed that beneficiary participation was more significant than any other factor in achieving functioning water systems and in building local capacity. Vandyck (2014) acknowledges that Capacity building takes place in the context of a partnership. This relationship has a profound influence on the success or otherwise of the capacity building. There are inherent challenges to address and tensions manifest especially as capacity building programmes grow in scope. These can best be handled if roles are clearly defined from the outset, including providing mechanisms for the discussion and resolution of role conflicts. Datta (2008) argues that operative partnerships with LPs are founded on candid and proper communication; adding that a formal approach would go a long way in averting confusion and build truest in the relationships between the partner organizations.

Arnim et al (2010) states that there is potential to be realized regarding the involvement of all relevant stakeholders at the right time in the appropriate manner, and according to Fahir (2011) the two factors that facilitate the progress of the intervention are transparency and maintaining the community's autonomy. Maintaining the autonomy of the participants is also important in facilitating progress. Cleaver F (1999 cited in WaterAid 2011) is critical of projects and programmes which pay lip service to community participation, while actually failing to understand the nature and limits of participation and attempting to achieve it in a mechanistic tool-driven manner. AusAID (2000) acknowledges that the stakeholders and their role in an organization is a critical factor in promoting sustainability; in that sustenance cannot be realized without the involvement and support of the stakeholders. Where the best principles of community participation are taken seriously and implemented effectively, this provides a solid foundation for subsequent sustainability (Carter R C and Rwamwanja R 2006 in WaterAid 2011).

Olokotun (2008) argues that people in communities have lived together over a long period of time; participating in various community activities together and sharing things in common. They are therefore used to doing things together after due consultation on issues that affects them. In this way, projects on which they are consulted are more accepted and seen as their own, and are therefore maintained. Participatory approach creates prosperity and sustainability by empowering communities. Participatory approach is the process of ensuring

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project sustainability. It also empowers the communities to shape their future by giving them resources and authority to use their resources.

2.8.3 Appreciative Inquiry

Appreciative Inquiry is an approach that selectively seeks to locate, highlight and illuminate the dynamic forces within an organization (Datta: 2008). Datta further emphasizes that appreciative inquiry places highly the importance of involvement of partners in developing projects and identifying the roles and responsibilities of project staff; with the local organizations owning the processes such as recruitment and budgetary control. External agencies roles in the LPs need to be clearly scrutinized and observed; noting the importance of ensuring the staff members of the external agencies are just facilitating the development process, which should be championed by the local organization. Datta further proposes that LPs need different forms of support specific to their different stages of their growth, and as such it is important to understand the skills and capacity need of the staff.

CRPF (2009) argues that key for success in development programs is to ensure participative processes, and the use of appreciative inquiry is efficient as it brings more commitment and motivation of the staff, volunteers and government bodies for generating efforts towards institutional development. Thus, such approach needs to be used further on and incorporated into other programming aspects as well. Adams and Garbutt (2008) in a paper on participatory monitoring and evaluation in practice, argue that participation in development is a process that is essential in addressing ownership and eventual sustenance of the development initiatives.

2.8.4 Capacity development

According to Bonbright (2004) the infrastructure of organizations is responsible for addressing capacity gaps. CRPF (2009) further states that developing and implementing sound fundraising strategies would be another asset to ensure sustainability of service provision adding that trainings alone are not enough for developing fundraising capacities: experience, networking, and appropriate human resources will generate the institutional capacity for fundraising. Vandyck (2014) argues that capacity development needs to be taken as a core strategic theme instead of an add-on to ensure the sector not only survives but

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also thrives. Development agencies and donor community should provide more capacity-building programs, free trainings, and information exchange to ensure that there are enough knowledge, capacities, and skills in place for NGO sustainable activities. James Rick (2014) proposes a return to the first principles in as far as capacity development is concerned. These principles include; Strengthening of capacities from the inside that is endogenous, with the aim of bringing change coming from within, need to consider the individual personally in that change is profoundly personal, and appreciating that relationships are an essential part of creating change in that capacity building is a collective process.

Stakeholders and donors use various tools for community needs assessment, which in some cases cause significant challenges when using the assessment results and planning development efforts. Developing comprehensive methodological guidelines would be very useful for all stakeholder groups involved CRPF (2009). Efforts should be put to develop practices in conducting evaluations and impact assessment, and moreover, in using outcomes of those in further planning and revision. Emphasis should be put on working with overall population, creating a sense of ownership and culture of giving. Vandyck (2014) supposes that organizations that continue to invest in strengthening their organizational capacity to support their programme delivery are stronger, more robust and more influential. This involves training, technical assistance, feedback sessions, documentation of impact stories, and monitoring and evaluation.

2.9 Conceptual Framework

The study conceptualized that the Organizations systems (Human and organizational capacity, the resource base, and the legal and regulatory framework) have an implication on the sustainability of projects at the community level. The status of these variables was subject to moderating variables which included; Institutional/System Strengthening, Partnership Development, Appreciative Inquiry and Capacity development. The study was guided by the relationship between the independent, dependent and the moderating variable as illustrated in figure 1

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Conceptual Framework

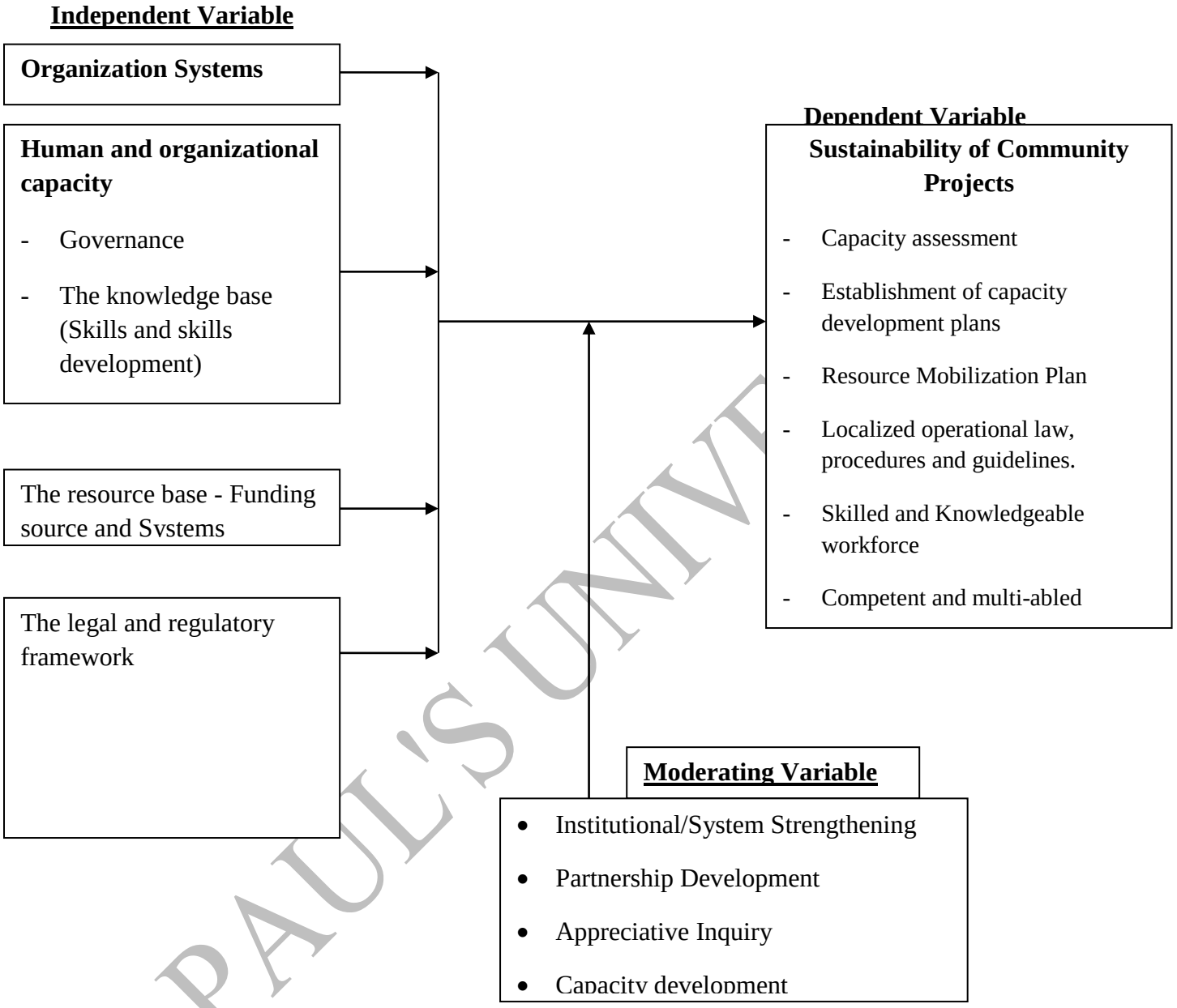


Figure 1: Conceptual Framework

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2.10 Theoretical Framework

The concept of sustainability was first employed in relation to natural resources and how they should be used. It is believed that natural resources are finite and cannot support the world's projected population at current levels of resource utilization and growth (Gerald and Adam, 2009). According to Sutton (2004) Sustainability is about continuity and development is about change, while Loomis (2002) argues that a strong sustainable development recognizes that the different types of capital are interdependent. Such capital might include social capital (networks, trust, access to information, reciprocity, and cooperation), human resources, cultural, economic/financial resources and natural capital (environmental resources), all of which are recognized as being interdependent. European Communities (2006) argue that a project is sustainable when it delivers benefits to the project beneficiaries and/or other constituencies for an extended period after the Commission's financial assistance has been terminated. A project is considered as sustainable if its outcomes continue after the end donor funding. Sustainable development has been viewed as, development which meets the needs of the present without comprising the ability for future generations to meet their own needs (WCED: 1987).

In order to undertake the study on the implication of organizational systems on sustainability of supported community organizations, two theories that support organizational development and sustainability guided by the following study.

2.10.1 Theory of Change

Theory of change (TOC) is an outcomes-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts (Vogel : 2012). Further, Vogel states that the theory of change thinking brings a more integrated approach to programme scoping, design, strategy development, right through implementation, evaluation and impact assessment. Colby et al (2013) argues that TOC defines long-term goals and then maps backward to identify changes that need to happen earlier (i.e. preconditions). The identified changes are mapped graphically in causal pathways of outcomes, showing each outcome in logical relationship to all the others. Outcomes in a Theory of Change represent changes in condition of some kind – whether a policy, law, behavior, attitude, knowledge, state of the environment among

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people, institutions, and environments. A Theory of Change is an organization's "theory", or story, of how it will make change in the world. A theory explains the group's beliefs about how change will unfold. (Taplin and Rasic, 2012)

According to Keystone, TOC helps us answer the question: What is the change we are working for, and what needs to happen for the change to come about? It helps us understand everything that has to happen to bring about a long term goal. It is also more than a 'contextual analysis' or a 'needs analysis' because it focuses on causes and solutions: what causes the problem, and what changes will address the problem. James (2011) states that TOC focuses on articulating the programme logic: defining the long-term changes that organizations desire to bring often starting with the overall vision and then mapping back from those to identify changes that need to happen at other levels (the pre-conditions); and the interventions that will cause each change to happen, making explicit the rationale behind them. Further, TOC looks at a broader, contextual analysis of how change happens including exploring other actors and defining their role in change, before analyzing how an organization or programme contributes to change.

Theory of Change refers to the construction of a model that specifies (usually visually) the underlying logic, assumptions, influences, causal linkages and expected outcomes of a development program or project. (Jackson: 2013) One important insight underscored by the theory of change at the sector-wide level is the many layers of activities, actors, factors, assumptions and results 'standing between' the catalyzing activities of the Initiative, and impacts expected to improve the lives of the poor and vulnerable.

2.10.2 Systems Thinking Theory

Pourdehnad (2004) describes Systems thinking approach as a method of inquiry and a way of thinking that emphasizes the whole system instead of component systems and strives to optimize the whole system's effectiveness. He further says that failing to consider the systemic properties as derived from the interaction of the parts leads to sub-optimization of the parts while leaving the whole with little change or even deterioration in performance. Amago (2008), argue that a system is a set of two or more elements where: the behavior of each element has an effect on the behavior of the whole; the behavior of the elements and

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their effects on the whole are interdependent. A Systems Approach sees the organization as a complete system in which even small activities, interventions, or changes in one section have an effect on other sections, and on the organization as a whole. They further argue that, Systems thinking involves both a mindset that focuses on how the parts of a whole are interrelated and a set of tools that help organizations examine complexity. System thinking takes a longer-term view of solving problems, recognizing that lasting change is best achieved through an on-going process not a knee-jerk reaction that produces a one-off fix. Different people in the same structure tend to produce qualitatively similar results. When there are problems, or performance fails to live up to what is intended, it is easy to find someone or something to blame. But, more often than we realize, systems cause their own crises, not external forces or individuals' mistakes (Senge: 1990).

Tamas (2000) acknowledges that community development is a very complex activity there are so many elements involved that it seems almost impossible to describe development in a clear and organized manner. However, there is a method which can be used to identify many of the components and processes involved in this work. He further adds that some of the key concerns in community development, such as assessing power and influence, understanding the dynamics of inter-group relationships, and considering the changes involved in planning development activities, can be understood and described using System Theory. Pourdehnad (2004) argues that by engaging all stakeholders in creating an idealized and shared vision, system thinking techniques such as idealized design and interactive planning get the entire organization to belong and commit to the course of the change. Resurfacing the premises and assumptions and increasing the awareness are important in systems thinking because these actions help minimize the failures accompanying incorrect or outdated assumptions.

As Cao and McHugh (2005) put it the ability of organizations to manage and survive change is becoming increasingly important in an environment where competition and globalization of markets are intensifying. The use of System Theory concepts can help workers organize information and see the patterns in complex community processes as they plan and carry out development activities with their communities(Tamas:200)

Systems thinking show us that there is no outside; that you and the cause of your problems are part of a single system. The cure lies in your relationship with your "enemy." The essence

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of the discipline of systems thinking lies in a shift of mind: seeing interrelationships rather than linear cause-effect chains, and seeing processes of change rather than snapshots (Senge: 1990). By engaging all stakeholders in creating an idealized and shared vision, system thinking techniques get the entire organization to belong and commit to the course of the change. Resurfacing the premises and assumptions and increasing the awareness are important in systems thinking because these actions help minimize the failures accompanying incorrect or outdated assumptions. The systems thinking approach provides for a formal awareness of the interactions of a system's parts, recognizing purpose as the most critical classifying variable used in distinguishing social systems from other types of systems. This approach has tremendous implications for social systems: it recognizes that the performance of a system is not the sum of the independent performances of its parts; it is the product of their interaction (Pourdehnad: 2004).

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CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents an overview of the procedures the procedures that were undertaken in the study. It will discuss the research design, location of the study, target population, sampling method and size, method of data collection and analysis, as well as validity and reliability.

3.1 Research Design

The study employed a descriptive research design. The major purpose of descriptive research is description of the state of affairs as it exists at present. As Frankfort-Nachmias and David Nachmias (2014) puts it, descriptive research design is used to obtain data that can help determine specific characteristics of a group. Further Kothari (2004), argues that, descriptive research concerns itself with describing the characteristics of a particular individual, or of a group. The advantage of descriptive research design is that it has the potential to provide a lot of information obtained from quite a large sample of individuals. Further, a descriptive research is more concerned with the future, present and past experiences of a study and as such it enabled the researcher to know all the events right from the past, present, and gave a bearing of the future outcomes.

Both the qualitative and quantitative approaches were considered. The quantitative approach generated quantifiable data, while qualitative approach was used to analyze the responses to open-ended questions in the questionnaires, and the Focused Group Discussions. Frankfort-Walliman (2011) distinguishes between qualitative and quantitative approaches based on their characteristics, arguing that quantitative research records information by way of numbers, while qualitative research records the data that cannot be reduced to numbers in words; such as feelings, emotions and ideas. He further adds that in research, Qualitative data cannot be accurately measured and counted, while Quantitative data can be measured, more or less accurately. The approaches were used to complement each other since the attitudes, behaviour and experiences needed to be captured qualitatively, while quantitative data gave a statistical perspective to the objective of the study.

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3.2. The Research Methodology

3.2.1 Target Population

The study was conducted in Mulala Division in Makueni County. There are 28 donor-supported community organizations in Mulala Division, which include 17 SHGs, 5 CBOs and 6 NGOs. This study targeted board/committee members, senior staff, operational staff, community leaders affiliated to these community organizations, and interns attached to these organizations, as the target population who provided relevant data for studying the organizational systems and how they impact on sustainability. Mugenda and Mugenda (2003) defines target population as the members of a real or hypothetical set of people, events or objects the researcher would wish to generalize the results of the research. This is the entire group a researcher is interested in or the group about which the researcher wishes to draw conclusions.

Table 1: Supported Community Organizations in Mulala Division

s/no	Organization	Type	s/no	Organzation
1	Kalomo SHG	SHG	15	Kyeni Kya Kiuani
2	Africa Harvest	NGO	16	Kyeni Kya Mboo
3	ChildFund	NGO	17	Kyeni Kya Mutanda
4	Emali Mulala Ward Disabled Persons CBO	CBO	18	Kyeni Kya Nthoka
5	Emali Dedicated Programme	NGO	19	Maka Emali
6	Farm Practice	NGO	20	Mbitini Education Cbo
7	Hand in Hand	NGO	21	Mbukilye Ngukilye
8	Hope for Abused And Neglected Children CBO	CBO	22	Mii Catchment
9	Kamwene SHG	SHG	23	Mii Farmers
10	Kanini Kaseo	SHG	24	Mulala OVC
11	Kasuke	SHG	25	Nalala
12	Kwa Kakulu Commercial Village	SHG	26	Ngwatanio Ya Aimi Itangini
13	Kyandani Shallow Well	SHG	27	Tutini
14	Kyeni Kya Ithaayoni	SHG	28	Twone Mbee

3.2.2 Sampling Size

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Simple random sampling and purposive sampling were applied in the study. The random sampling 8 supported community organization were selected from the 28 supported community organizations in Mulala division. Researchers use a relatively small number of cases (a sample) as the basis for making inferences about all the cases/a population (Nachmias: 2014). Trochim(2002) defines sampling as the process of selecting units from a population of interest so that by studying the sample there may be a fair generalization of the results back to the population from which they were chosen. The sampling units in the study were drawn from 8 community organizations in Mulala Division. Through purposive sampling 70 respondents drawn from the members of the management committees and/or boards, the staff as well as other beneficiaries (Interns and community/local leaders), in the sampled community organizations were identified. Purposive sampling was applied in this study as the sample was drawn from subjects that have a form of a relation to one of the 8 community organizations that were studied either as staff, board/committee members or as beneficiaries. Coolican (2014) indicates that purposive sampling is not random and that choices are made by the researcher on the basis of those who are most representative for the issues involved in the research or who are likely to have appropriate expertise in the matter. Borg & Galls (1999) also argue that purposive sampling allows the researcher to select cases that are likely to be information rich with respect to the study. This sampling design allowed for subjects that have an experience with the community organizations to participate in the study, as the primary criteria for selection.

Table 2: Sampled respondents

Designation	Frequency
Board/Committee member	17
Senior Staff	10
Staff	35
Community leaders	2
Intern	8
Total	**70**

3.2.3 Methods of Data collection

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The study employed the use of two research tools; the questionnaire (with both open and closed ended questions) and interview schedule. The interview schedules were applied to the management committee/board members. This method was both economical and efficient thus the choice. The questionnaire was applied to the sample selected using the simple random sampling. The questionnaires were easy to analyze and allowed for in-depth responses and deeper insights through the open ended questions. The interview schedule was chosen for the depth of qualitative information it gave as it allowed for the subjects to give deeper insights without inhibition.

3.2.4 Data analysis and Interpretation

Data processing took into consideration both the qualitative and quantitative information obtained in the study. Also considered during the analysis were the variables and the objectives of the study. Data processing implies editing, classification, coding, and tabulation of collected data so that they are amenable to analysis (Kothari, 2004). The data collected was coded and then analyzed using SPSS (Statistical Package for the Social Science) computer software application. The data was also analyzed descriptively. The data from that interview schedule and the responses from the closed ended questions were analyzed qualitatively and thematically and the responses formed a basis of the recommendations of the study. The questionnaires with closed-ended items based on a Likert scale. In agreement with Dawson (2002), on the analysis of qualitative data, the study analyzed the data progressively as the study continued, continually refining and reorganizing the data in light of the emerging results.

3.2.5 Data Presentation

The quantitative data in the study was presented using visual techniques which included graphs, charts and tables. This was useful in providing some sense of order and establishing a trend which helped in forecasting. Qualitative data was analyzed thematically as well as based on common phrases and/or recurring patterns.

3.3 Validity and Reliability

Validity

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To ensure validity for the research instruments the researcher involved the university supervisor and other experts in the design and validation of the data collection instruments. Subjective assessment of the content of each research item was employed. Content validity brings about a logical judgment as to whether the instrument covers what it is supposed to cove and also ensures that all respondents understand the items on the questionnaire similarly to avoid misunderstanding. Response options were provided for most of the questions to ensure that the answers given were in line with the research questions they were meant to measure. According to Creswell (2003) validity is all about whether one can draw meaningful and useful inferences from scores on the instrument. Rubin and Barbie (2011) contend that Validity is the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. Jackson (2011) also describes validity as an indication of whether the instrument measures what it claims to measure.

Reliability

Jackson (2011) argues that reliability is an indication of the consistency or stability of a measuring instrument. Rubie and Barbie (2011) further describe reliability as a matter of whether a particular technique, applied repeatedly to the same object, would yield the same result each time. David(1999) states that Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trial. According to Creswell (2003) Reliability answers the question "Are scores stable over time when the instrument is administered a second time?" The coding of the questionnaire was done carefully to avoid overlaps in coding. To ensure the reliability, the researcher conducted a pilot exercise (pre-test) of the tools to be used before the actual research was undertaken. The pilot exercise helped address impeding issues relating to the data collection tools so as to make ensure they realize the intended purpose and more so be able to establish reliability coefficient. The results of the pilot exercise were used to calculate the reliability coefficient. From the computations, a correlation coefficient of 0.73 was obtained. This was calculated using the Cronbach formula where a reliability coefficient of 0.7 and above is considered acceptable (Selltiz, Wrightsman & Cook, cited in Githua, 2002). Therefore the instruments were considered to be reliable.

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3.4 Ethical Considerations

Jackson (2011) argues that when conducting research with human or nonhuman participants, the researcher is ultimately responsible for their welfare and to protect them from harm. The researcher observed the highest levels of ethics in the course of the study, and was guided by the principles as outlined by MacDonald and Headlam, and Coolican (2014) of integrity and quality, informed consent, confidentiality of the information given by subjects and the anonymity of the respondent, privacy, and the independence of the research. Proper acknowledgment of the works of other authors used in this study was done, with proper citations. Proper consent was sought with the relevant authorities before the study embarked in the field.

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CHAPTER FOUR
RESULTS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter contains the analysis, presentation, interpretation of the study findings. The data is presented as per the objectives of the study with the discussions centered on the variables of organization systems on the sustainability of community projects, which included Human and organizational capacity, resource base mad legal and regulatory framework.

Response Rate

The study collected data from 8 local organizations within Mulala division. The organizations included; 3 Self Help Group (SHG), 2 CBOs and 3 local NGO's. The targeted respondents included members in the board/committee of management, and different cadres of staff within these organizations. A total of 70 respondents were approached for the study, with 57 (81 %) of them accepting to participate in the study. The drop and pick approach of administering the questionnaire was not very successful, as most of the questionnaires dropped for filling were not responded to thus the 19% non-response. The study also considered the background information of the respondents which included their age range, gender, academic qualification and their relationship with the community organization.

4.2 Demographic Information of the respondents.

4.2.1 Gender of the respondents

A majority of the respondents in the study were men (61%) while 39% were female. This implied that more men were involved in the affairs of the organizations either as staff or board/committee members. It was noted that at least 30% of the respondents were of a particular gender, an indication of a fair spread of gender representation. The gender imbalance was also an indication of a need to have more women involved in community organizations.

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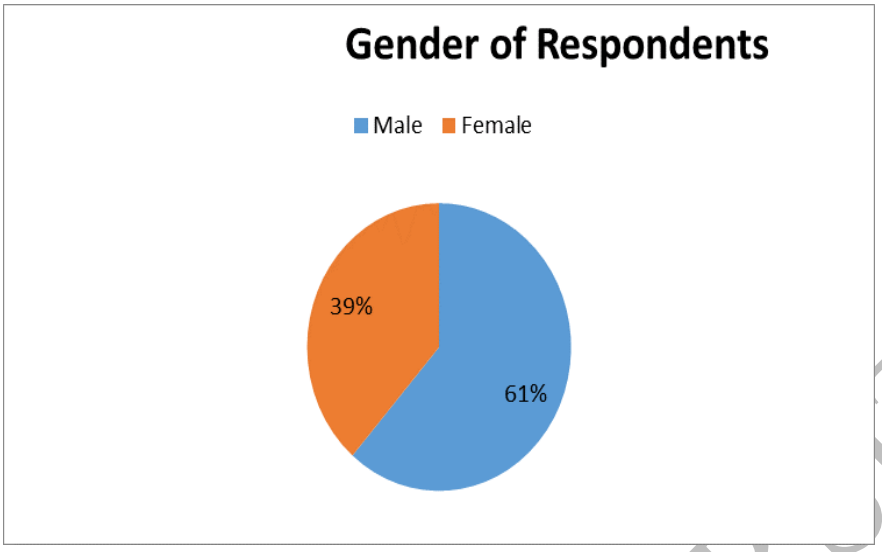


Figure 2: Gender representation.

4.2.2 Age range

26% of the respondents were below 25 years of age, with a majority of the respondents (35 %) being within 26 – 30 years of age. 14% were in the 31- 35 age bracket, 7 percent within 36 -40 years. 5 % within 41-45 years of age and 12 % representing the category of more than 45 years old. With a majority of the respondents being below the age of 35; this is an indication that the community organizations have embraced young people in their operations.

Table 3: Age range by gender

	Gender			
Age bracket	**Male**	**Female**	**Frequency**	%
25 years or below	9	6	15	26
26-30 years	13	7	20	35
31-35 years	2	6	8	14
36-40 years	1	3	4	7%
41-45 years	3	0	3	5
46 +years	7	0	7	12
Total	**35**	**22**	**57**	**100**

4.2.3 Designation of the respondents

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A majority of the respondents (66 %) were staff members of the community organizations, 12% of the being senior staff. 30% of the respondents were Board or Committee members , with 4% being interns and yet another 4% being community leaders.

Table 4: Designation of respondents

	Gender			
Designation	**Male**	**Female**	**Frequency**	**%**
Board/Committee member	12	5	17	30
Senior Staff	7	0	7	12
Staff	17	14	31	54
Other Community leaders	0	2	2	4
Intern	0	2	2	4
	36	**21**	**57**	**100**

4.2.4. Highest level of education

The study sought to establish the highest academic qualification of the respondents. A majority of the respondents had a college level qualification (47%) while 39% indicated to have University level qualification and 12% indicating Secondary school qualification. With a majority of the respondents having college or university indicates that most of the individuals have some form of training especially the staff. Notably, all the respondents with qualifications lower than college level were committee or board members. This is an indication that post-secondary qualification or a particular skill set was not necessarily a requirement for one to serve as a board member in the organizations.

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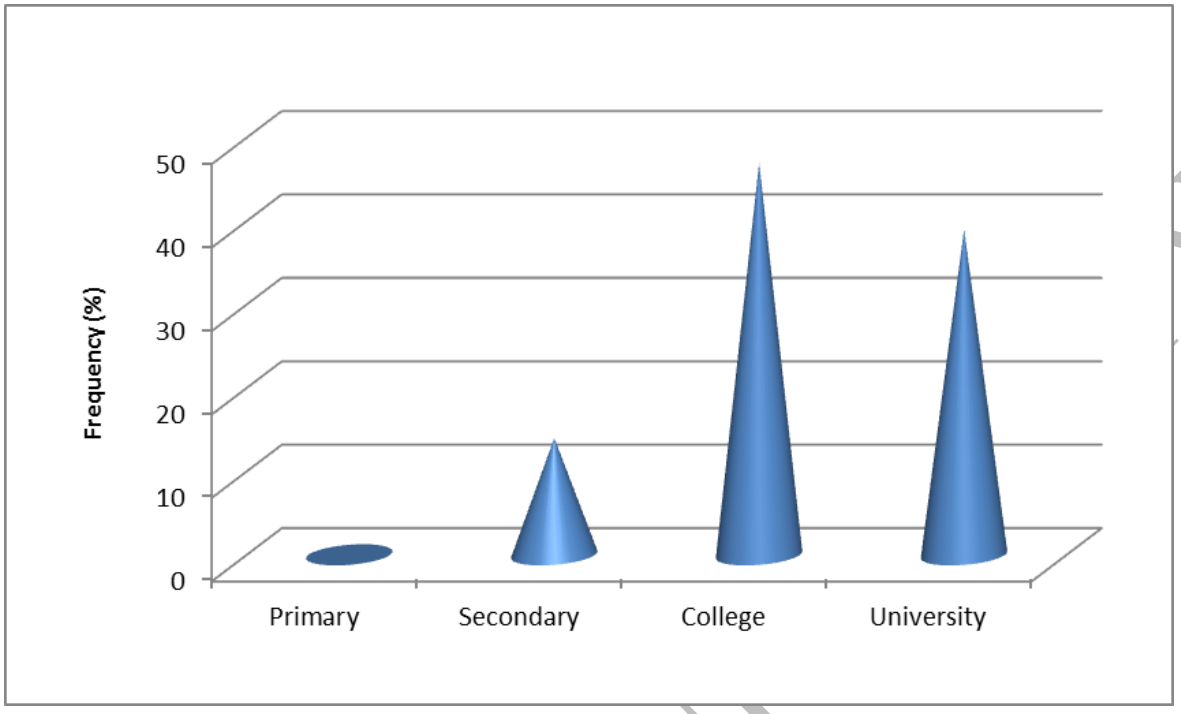


Figure 3 : Level of education.

4.2.5 Length of association with the community organization

32 % of the respondents had been associated with the community organizations for less than 2 years, with 36% having been associated for a period of between 2 -5 years. 16% had an association of between 6 – 10 years while another 16% had been associated with the organizations for more than 10 years. The spread of length of association with the organization may be an indication of relative stability in the organization or a good succession planning. This could also be an indication of relative stability in staff retention.

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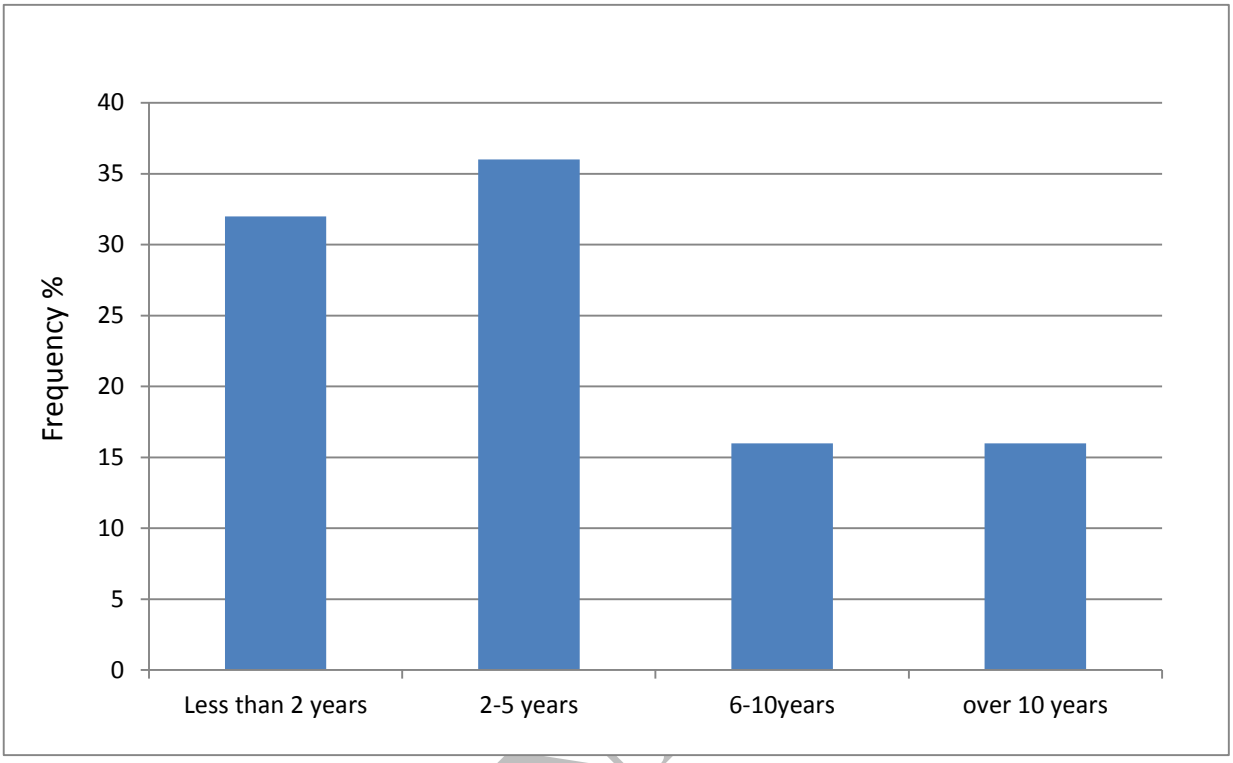


Figure 4 : Length of association with organization.

4.3 Human and Organizational Capacity

A large percentage of the respondent's indicated that there are effective mechanisms for skills and knowledge transfer, with a further 88% indicating there being a skills development / training plan. Asked whether they thought the organization has sufficient resources to implement skills development/training plan; slightly more than half of the respondents i.e. 53 % indicated that their organizations undertake skills development and training needs assessment. However, slightly less than half of the respondents (47%) give contrary indication that the organizations do not undertake skills development or training needs assessment. Further, 9% of the respondents rated very high the capacity assessment conducted in the organization, which was supported by 11% who rated the capacity assessment as high. However, an overwhelming majority of the respondents gave the capacity assessment in their organizations a medium rating, and a further 16% giving it a low rating. 4% of the respondents gave the capacity assessment in the organization a very low rating.

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Table 4: Capacity Assessmment

		F	%
How would you rate the capacity assessment in your organisation	Very High	5	9
	High	6	11
	Medium	34	60
	Low	9	16
	Very Low	2	4
Total		**57**	**100**

A majority of the respondents (40 %) did strongly agree that the organization had sufficient resources to implement skills development and training plan, which was supported by 18 % of the responses that agreed on the matter, though 5% of the respondents strongly disagreed. However, 23% of the respondents did not give a response while 14 % did remained neutral. This is an indication of lack of information in regards to the organization resource capacity and the skills development plan. 58% of the respondents also thought that the organizations valued the skills and development of its enough to commit and support it.

Table 5: Resources for skills development

		F	%
	No Response	13	23
Do you think your organisation has sufficient resources to implement skills development/training plan?	Strongly Agree	23	40
	Agree	10	18
	Neutral	8	14
	Disagree	0	0
	Strongly Disagree	3	5
	`	**57**	**100**

A majority of the respondents (86%) indicated that their organizations did have capacity building mechanisms in place. This indicates that majority of the organization value capacity

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of its staff, and such care enough to have mechanisms in place. However, slightly more than half of the respondents (56%) gave a medium rating of the capacity building mechanism in place, with 9% giving a low rating. 19% gave the capacity building mechanism a high rating and a further 2% rated capacity building mechanism very high. The ratings also indicated need for improvement of capacity building even though mechanisms are in place.

Table 6: Capacity building mechanisms

		F	%
How would you rate the capacity building mechanisms	Very High	1	2
	High	11	19
	Medium	32	56
	Low	5	9
	Very Low	0	0
	No Response	8	14
		57	**100**

A majority of the respondents (60%) further thought the level of capacity building in their organization was medium level, with 14% rating the capacity building as high level and a further 9% rated the capacity building very highly. 14 % of the respondents rated the level of capacity building as low, while 4% rated the level of capacity building as very low.

74% of the respondents indicated that the staff in the organizations had the right skills to deliver on the institution's mandate. Slightly more than two thirds of the respondents 70% felt the capacity of the organization was not sufficient to ensure continuity after the support from the donors is gone, with 30% of the respondents showing confident in the organization capacity to continue beyond the donor support.

4.3.1 Knowledge Skills and Competencies

4.3.1.1 Governance

All the respondents indicated there being a governance organ in the organizations. More than half indicated there was a board of directors, 16% showed the presence of a steering committee while 28% indicated there are coordinating committees. The study also indicated

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that the governance organ did meet, with close to two thirds 63% indicating a quarterly meeting, and close to a quarter of the respondents indicating an annual meeting. Others still indicated bi-

Table 7: Governance structure

What is the governance organ/structure in place for your institution?	F	%
Board of Directors	32	56
Steering Committee	9	16
Other specify (Project Coordinating Committee)	16	28
None of the above	0	0
Total	**57**	**100**

Table 8: Frequency of meetings

	F	%
Annually	13	23
Quarterly	36	63
Bi Monthly	2	4
Every Month	6	10
Never	0	0
Total	**57**	**100**

4.3.1.2 Skills and Competencies of the governing organ

A majority of the respondents (39%) indicated that the governance team had medium leadership skills, while 32 % indicated high leadership skills, and further 2% of the respondents indicating the leadership skills to be very high. In contrast 21 % of the respondents felt the governance team had low leadership skills which were supported by a further 4% indicating very low leadership skills.

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On managerial skills, 35% of the respondents reported low skills, with a further 21% indicating the governance team had very low skills. However, 12% of the respondents indicated the governance team to have high managerial skills and a further 2% indicating very high skills. Close to half of the respondents 46% showed that the governance team had low financial skills, with 12 % reporting very low skills. 30% reported medium level financial skills, with 7% and 5% giving high and very high financial skills respectively. A very low proportion of the respondents (4%) reported the governance team to be having high legal skills, with 25% and 23% reporting high and medium legal skills on the part of the governance team. Further, 28% of the respondents indicated low skills which were supported by 19% scoring the legal skills of the governance team very low.

A majority of the respondents indicated the leadership to be having low skills on procurement matters, with a further 7% indicating very low skills. Only 25% gave the leadership procurement skills a medium rating with 9 percent giving a high rating. The leadership was mostly rated lowly on Human Resources skills with 46% reporting low skills and a further 28% indicating very low skills. Only 12 percent rated the HR skills at medium, 7% giving a high rating and a further 7% giving a very high rating,

On community and social development skills, most of the respondents indicated a lack of the skills in the governance, with 32% rating their skills at medium, 23% rating it low and 11 % rating it very low. 28% and 7 % of the respondents gave the social skills a high and a very high rating respectively.

32% of the respondents indicated the governance team to have very low IT related skills with a further 19 % giving a low rating. 21 % rated the IT skills medium, and 23% rating the skill high. Only 5 % gave a very high rating. On M&E skills, 14% of the respondents rated the governance team skills very highly, 12 % high and 32 % medium. A further 32% of the respondents gave the skills a low rating and 11% indicating very low skills.

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Table 9: Skills and competencies of the governance organ

Skill		F	%
Skill: leadership	Very High	1	2%
	High	18	32%
	Medium	22	39%
	Low	12	21%
	Very Low	4	7%
Skill: Managerial	Very High	1	2%
	High	7	12%
	Medium	17	30%
	Low	20	35%
	Very Low	12	21%
Skill: Financial	Very High	3	5%
	High	4	7%
	Medium	17	30%
	Low	26	46%
	Very Low	7	12%
Skill: Legal	Very High	2	4%
	High	14	25%
	Medium	13	23%
	Low	16	28%
	Very Low	11	19%
Skill: Procurement	Very High	5	9%
	High	5	9%
	Medium	14	25%
	Low	28	49%
	Very Low	4	7%
Skill: Human Resource	Very High	4	7%
	High	4	7%
	Medium	7	12%
	Low	26	46%
	Very Low	16	28%
Skill: Information Technology	Very High	3	5%
	High	13	23%
	Medium	12	21%
	Low	11	19%
	Very Low	18	32%
Skill: Community/Social development	Very High	4	7%
	High	16	28%
	Medium	18	32%
	Low	13	23%
	Very Low	6	11%

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Skill Monitoring and Evaluation	Very High	8	14%
	High	7	12%
	Medium	18	32%
	Low	18	32%
	Very Low	6	11%

Challenges faced by the Governance organ in carrying out their responsibilities.

A majority (91%) of the respondents agreed that the governance organ experience challenges in executing the responsibility, with 5% being of the opinion that they do not experience any challenges.

Lack of relevant professional and technical skills (low technical capacity) of the board members, non- adherence to policies, donor influence, lack of creativity, and poor decision making were cited as some of the challenges in the governance of the organizations. It was noted that most organizations had a constitution that is the principle guide on their operations, but often time the donor stipulates that where the constitution is in conflict with any of their guidelines, the donor guidelines/policies supersede. It was noted that the donor dictated the composition, term and qualification of the committee/board members. The organizations were not given; leeway to think freely and/or use their own mechanisms. There is so much interference from the donor, a section of the respondents indicated.

The role of the governance organ as understood by other stakeholders.

The respondents were asked to indicate the extent to which the role of the governance organ was understood by other stakeholders, with the categorization being fully understood, well understood, and moderately understood and not understood.

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Table 10: How governance organ is understood.

		F	%
To what extent is the role of your current governance structure understood organ/ by other stakeholders?	Fully Understood	0	0%
	Well understood	21	37%
	Moderately Understood	35	61%
	Not Understood	1	2%
		57	**100**

37% of the respondents indicated that role of the governance structure was well understood by other stakeholders, while a majority (61%) indicated that the roles were moderately understood and 2% indicting that the roles were not understood.

Basic entry level requirements for staff

More than half of the respondents (54%) indicated that the staff in their organizations had the requisite skills to deliver on the institutions mandate. Slightly more than half of the respondents (54%) indicating that the staff were actually overqualified for their positions, while 35% indicated a mismatch in the qualification for the role whereby the staff were qualified in a field that had no relation to the job they were holding. 11 % of the respondents indicated that the staff were under qualified for the positions they were in.

Table 11: Staff qualifications

Does all your staff have the basic entry level requirements in line with their position	**F**	**%**
Over qualified	31	54
Not a match	20	35
Not-qualified	6	11
	57	100

The skills mix *(managerial, specialist and technician)* in the organizations.

Slightly less than a half of the respondents (49%) indicated a medium mix of skills (managerial,

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special and technical) in their institutions, with 40% expressing a high skill mix and a further 7% indicating a very high skills mix. However, 4% of the respondents expressed a very low skills mix in the organization.

Table 12: Skills mix in the organization

		F	%
Express the skills mix(managerial, special and technician) in your institutions	Very High	4	7
	High	23	40
	Medium	28	49
	Low	0	0
	Very Low	2	4
		57	**100**

4.3.1.3 Dependency on outside technical assistance to deliver

More than half of the respondents (56 %) indicated that the institution depended on outside technical assistance on a medium level, while 21% and 9% indicated high and very high level, dependence on outside technical support to deliver, respectively.

Table 13: Dependence on external technical support

		F	%
Assess the extent to which your institution depends on outside technical assistance to deliver on policy	Very High	5	9
	High	12	21
	Medium	32	56
	Low	8	14
	Very Low	0	0
		57	**100**

4.3.1.4 Monitoring and Running of the projects

The study sought to establish the respondent's involvement in the running and monitoring of the projects in the community organizations, a key component in the leadership

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accountability and knowledge capacities of the community organizations. 91% of the respondents indicated to be involved in the running of the projects, with 5% not being involved in the project.

The study indicated that the majority of the respondents were involved as staff in ensuring the effective management of processes such as donor relations, implementation of the planned activities, coordination of the various program activities and field visits to monitor progress. The board members indicated that they were primarily involved in identifying projects to be implemented and the area of implementation, as well as supporting the procurement and follow-up of activities under implementation. The respondents indicating lack of involvement, mostly the interns and committee members cited inadequate finances as a hindrance to their appropriate involvement in the management, and running of the projects.

4.3.1.5 Project monitoring

All the respondents in the study stated that they are involved in project monitoring, with slightly more than a half of the respondents (54%) indicating the frequency of the monitoring to be monthly. 21 % indicated weekly monitoring, 4% daily whereas 7 % reported an annual monitoring and a further 2% indicating Bi-annually.

Table 14: Monitoring of projects

How often is monitoring done	Frequency	%
Daily	2	4
Weekly	12	21
Monthly	31	54
Quarterly	7	12
Bi-Annually	0	0
Annually	4	7
Never	0	0
Bi-monthly	1	2
	57	**100**

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On the people involved in monitoring, the study showed that the senior staff were mostly involved in the monitoring at 46%, with the other staff at 12%, board and committee members at 25% and the community members at 16%.

Table 15: Involvement in project monitoring

Who are involved during monitoring?	F	%
Board/Committee Members	14	25
Senior staff	26	46
Staff	8	14
Community Member	9	16
	57	**100**

A majority of the respondents were in agreed to the fact that regular monitoring of the projects had a bearing on the sustainability, with 40% strongly agreeing, 46% agreeing and 14% taking a neutral position.

Table 16: Effect of monitoring on sustainability

Monitoring has a bearing on sustainability of projects in your organization?		
	Frequency	**%**
Strongly Agree	23	40%
Agree	26	46%
Neutral	8	14%
Total	**57**	**100%**

4.4 Resource Base

4.4.1 Organizations systems

4.4.1.1 Source of funding

Almost three quarters of the respondents i.e. 74 % indicated that the organization relied entirely on the support from the donor to operate and implement their programs, while 21% indicated reliance on support from donors and self-generated resources through IGA, and only 4 % indicated that the organizations were fully self-supporting through IGAs.

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Table 17: Source of funding

Which of these best describes your source of funding?	F	%
Donor supported	42	74
Self-supported through IGAs	2	4
Donor and self-support	12	21
No Response	1	1
	57	100

4.4.1.2 Systems

Asked whether their institutions have systems formally in place the respondents indicated the presence of systems in their organizations with the systems scoring highly from the respondents including financial management systems (96%) Procurement management system (86%), M&E System (82%), HR System (79%), IT system and customer care system at 51%. Knowledge management and IEC system had the lowest response of less than half at 46% and 42% respectively.

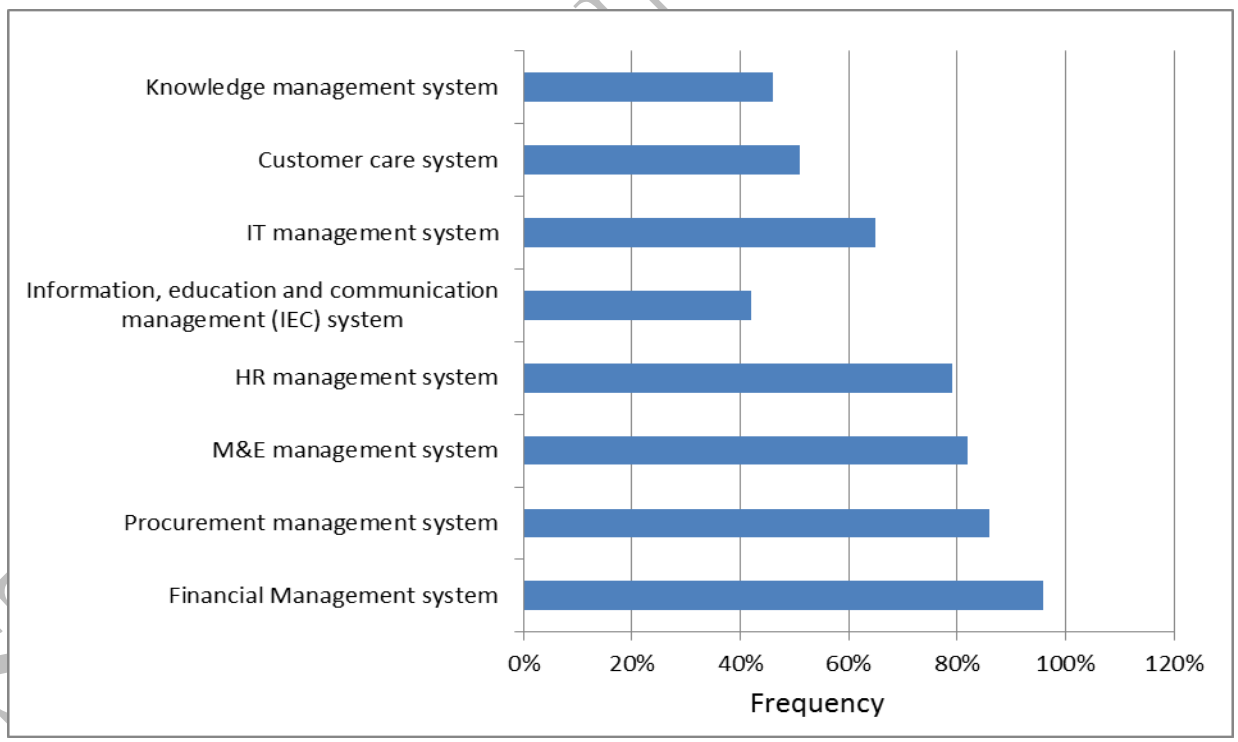


Figure 5: Systems in the Organization

23% of the respondents did indicate that the systems in use were self-developed, while 32% indicated a joint venture between the community organization and the donor. 19% of the

respondents did indicate that the systems were developed by the donor and a further 25% indicated adoption of the systems from the donor and/or other organizations.

Table 18: Involvement in system development

Who developed the system?	F	%
Self-Developed	13	23
Developed by donor	11	19
Jointly developed (donor and self)	18	32
Adopted what the donor/other organization use	14	25
	1	1
	57	**100**

4.4.1.3 Extent of system effectiveness

The respondents were asked to assess the effectiveness of the system in achieving the priority actions in the organizations, of which 44% rated the systems as highly effective, which was supported by a 6% who rated the system as highly effective. On the other hand 40% deemed the system to be medium effective and 5 percent very low effectiveness.

Table 19: Rate of system effectiveness

Rate of system effectiveness		**F**	**%**
System effectiveness in in achieving the priority actions	Very High	6	11
	High	25	44
	Medium	23	40
	Low	0	0
	Very Low	3	5
		57	**100**

The respondents were also asked to whether the institutions were equipped to deliver on the priority areas. A majority of the respondents rated the extent to which the organizations were equipped as medium (56 %) with 28% and 9 % rating the equipping at high and very high

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respectively. 2 % rated the extent to which the organizations were equipped to be low, and a further 5 percent rated it to be very low. Asked on whether their organization were able to manage / absorb new structures, systems or ideas, 75 % of the respondents were positive that their organizations were able to use and/or take in new structures, systems or ideas.

4.4.1.4 System challenges that affect the delivery of projects

A majority of the respondents (95%) indicated that the community organizations had systemic challenges that affected the delivery of projects. Some of the factors cited for challenges included lack of consistent organizations structures that often come in the way of project implementation. Community dynamics and a lack of a proper community participation also affects the delivery of services and projects. Also cited as a critical issue in the effective delivery of projects was the inadequate flow of information and feedback between the various stakeholders involved in the organizations. The flow of information and information system especially in relation to how the information is disseminated to the ground was said to be poor. Also cited as systemic challenge was the bureaucracy and the hierarchy that relate to chain of approval, consultations and reporting that have to be made in the process of project implementation thus affecting timely delivery of planned activities. The M&E system was also said not to be well established and as such affecting service delivery. Other issues raised by the respondents included lack of or ineffective basic infrastructure such as office equipment and supplies, poor database and information storage, poor human resource management and practices including inadequate staff, and community attitudes which get into the way of ownership. Lack of a clear financial plan was also seen to be a factor affecting effective system delivery.

4.5 Legal Framework

4.5.1 The legal status of the Organizations

All the respondents indicated that the community organizations they related to were registered either NGOs with the NGO board or as CBO's and SHG's with the department of social services. This is an indication that all the community organizations sampled were recognized in law. Each of the organization also had a constitution which guided its operations and mandate. The study sought to find out if there were any challenges on the

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organizations legal framework where more than half of the respondents indicated that there were no challenges at the present, whereas 39% indicated that there were challenges. The challenges cited included the affiliation relationship with the donor, the lack of independence with most decisions made and/dictated by the donors thus interfering with their autonomy. Policy formulation and implementation was also cited as a challenge that needed addressing, and a shared understanding of responsibility which would reduce the conflict of interest.

Table 20: Documented policies

	Yes		**No**		**Don't Know**	
	F	%	F	%	F	%
Does the organization have any documented policies?	52	91	0	0	5	9

A majority of the respondents were aware of organizations documented policies, while 5% did not know whether their organizations had policies in place or whether they were documented. This situation is an indication of a gap in sharing information. Whereas most of the respondents indicated the presence of policies, only 23% indicated the policy to have been formulated and developed by the community organization themselves, while 19 % indicated the policies to have been developed by the donors. 32% stated that the policies were jointly developed by the organization and the donor, and 25% showing that the policies were adopted from what the donor or other organizations use.

Table 21: Involvement in policy development

Who developed the policies?	**F**	**%**
Self-Developed	13	23
Developed by donor	11	19
Jointly developed (donor and self)	19	33
Adopted what the donor/other organization use	14	25
	57	**100**

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4.5.2 Utilization of the policies

More than a third of the respondents (42%) s agreed that the policies were being utilized, which was supported by another 42% that strongly agreed, while 16% were neutral concerning the matter.

Table 22: Utilization of policies

		F	%
Does your organization adequately utilize these policies?	Strongly Agree	24	42
	Agree	24	42
	Neutral	9	16
	Disagree	0	0
	Strongly Disagree	0	0
		57	**100**

Regarding challenges in delivering your policy actions, slightly more than half (51%) of the respondents indicated there being a challenge in the institutional set-up in delivering policy actions, while 49 indicated that there were no challenges. Some of the challenges mentioned included donor influenced policy implementation therefore a lack of independence. The respondents further indicated that a lack of enforcement modalities and lack of clear organizational structure that created a conflict and overlap of responsibilities as a challenge in policy delivery. The low capacity of organization especially in as far as resource limitations was concerned, and the practical application of the policies in place was cited as challenges.

Table 23: Partnership arrangement

How would you rate the current partnership arrangement with your donor?	**F**	**%**
Very good	15	26
Good	36	63
Fair	6	11
Poor	0	0

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Very Poor	0	0
	57	**100**

Almost two thirds of the respondents (63 %) rated the current partnership arrangement as good which was strongly supported by 26 % of the respondents who rated the arrangement as very good. A smaller proportion i.e. 11% rated the partnership arrangement as fair.

4.5.3 Issues in legal and institutional arrangement of the community organizations

The respondents cited interference from the donor, the autonomy/role of the board and the management, Conflicts especially between the board and the staff as some of the issues in the institutional arrangement of their organization that came in the way of policy implementation. Bureaucracy and a hierarchical system was also seen to be an inhibiting factor, while some respondents also felt the policies needed to relooked at and reviewed. The respondents also felt that the organizations lacked a strong legal backing or they did not understand it, and poor attitude and appreciation of the policy implementation.

4.6 Sustainability

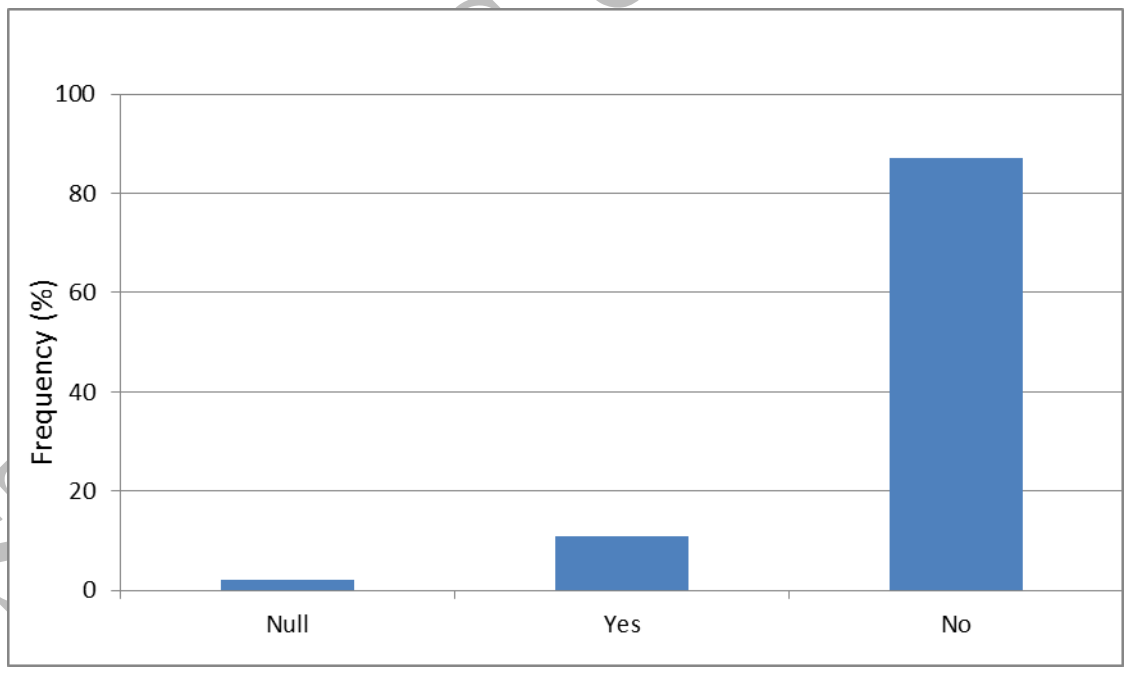


Figure 6: Project continuity without donor support.

A majority of the respondents (87%) did not think that their organization would be able to exist without the support of the current donor, while 11 % thought the organization would

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continue to exist even without the support of the current donor while 2% had no opinion on the matter.

On whether the project had been successful in achieving its goals, more than half of the respondents (58 %) agreed that the project had been successful in achieving its goal, which was further supported 39% who agreed that the project has been very successful, while 4 % of the respondents indicated that the project had not been very successful in achieving its goals.

Table 24: Project success

Has the project been successful in achieving its goals?	Very Successful	22	38
	Successful	33	58
	Not Very Successful	2	4
	Not Successful at all	0	0
		57	**100**

Some of the reasons cited for the success of the projects was the consistency of the policies, Quality program design and monitoring tools available, Existing structures and policies, Consistent source of funds, structures in place, effective monitoring adherence to project guidelines and stipulated Standard operating Procedures, qualified staff, Good project management practices i.e. utilization of project management cycle, Staff matching program requirements, Projects with a well-defined scope, good management, and effective

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community mobilization, a Self-reliance and a plan for donor phase out, an operational organizational structure which is good for administration and facilitating of quick passage of information. Some of the respondents felt that the impact of the projects was being felt at the grassroots, communities are empowered and self-reliant, and the projects have developed fully scaled projects. However, some of the respondents indicated a delay in implementation as a reason as to why the projects were not successful, as well as corruption and internal squabbles.

The Focused Group Discussions (FGDs) revealed that the organizations have their own strengths which included a goodwill and confidence form the communities they serve, Livelihood activities that have rich potential, availability of leadership/governance, a feasibility studies that documented the needs on the ground and massive community involvement, experience of working with donors, visibility as an organization due to their work, and strong community groups that allow for grassroots penetration. Other notable strengths listed included ability to mobilize the community to be self-reliant, involving and adoption of new approaches on donor support and access to more donors. They also have opportunities that can be exploited such as partnerships with the County Governments, devolved funds for women and youths, grants from the National Government, and Sourcing for funds from multilateral agencies as well as the ability to influence policy at the local by the board members.

However, since the organizations depended almost entirely on the donor for their survival, the interest and wishes of the donor always come first, their priorities and policies supersede all others even the organizations constitution at times. It was also revealed that in the absence of the donors, the community organizations would have to scale down on their operations, and since most of them lacked an elaborate plan for alternate sources of funding, they subordinate themselves to the wishes of the donor. The study revealed the need to have people on board who have the requisite skills and an elaborate plan to mobilize resources. Much as it was desirable to have alternate income sources through income generating activities, most of them were at best merely and inadequately functional. Some of the suggestions recommended through the FGDs to ensure sustainability included Capacity development on management of resources, resource mobilization as well as enlightening the organizations on the modalities and benefits of networking and partnerships. There is need to

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reorganize the project and embrace professionalism at the board and staffing levels, as well as building community structures that enhance community ownership of the projects. To enhance the sustainability of the community organizations the study through the focused group discussions and open ended questions indicated the need to diversify donor engagements, partner more with the governments at all levels and also with likeminded organizations, design and implementation of quality programs, be more open minded on networking, and strengthening the monitoring mechanisms. Enhance project visibility of the projects as entities on their own since most of them operate under the shadow and banner of the donors thus difficulty in establishing themselves as a brand on their own.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of findings, discussions, conclusions and recommendations of the study.

5.2 Summary of the findings

The study findings have been summarized in line with the three independent variables, which were based on the objectives of the study, which included; Human and organization capacity, resource base and legal and regulatory framework, all these were benchmarked on the sustainability of the supported community projects. A summary of the demography of the sample population is also provided.

5.2.1 Demographics of the respondents

The research collected data from 8 community organizations in Mulala Division of Makueni County out of which 2 were SHGs, 3 CBOs and 3 NGOs. A total of 70 respondents were approached for the study, with 57 (81 %) of them accepting to participate in the study. The study indicated that a majority of the participants were men (69%), thus a gender imbalance in as far as women are involved in the projects activities be it as staff, volunteers or board/committee members. There was a generally good spread of the age range visibly with more youthful involvement as was seen by 75% of the respondents who were less than 35 years of age. All the respondents had a post primary education qualification, with a large majority 47% having attained college level (Certificate and/or Diploma) education, 39% University and 14 % secondary level education. Notably, all the respondents with qualifications lower than college level were committee or board members. A majority of the respondents also had been associated with the project for a period of more than two years.

5.2.2 Human and Organizational Capacity

Most of the respondent's indicated that there are effective mechanisms for skills and knowledge transfer, with 88% indicating there being a skills development / training plan. 53 % indicated that their organizations undertake skills development and training needs

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assessment. The study also established that most of the organizations has resources to implement skills development.

Capacity assessment conducted by the community organizations was low, with most of the respondents rated the capacity assessment conducted the organization as either medium (60%), low (16%) and very low (4%).

The study indicated that the staff in the organizations had the required competencies to deliver on the organization's mandate, with 55% indicating the staffs were overqualified and another 35 % indicating qualified but not matching the job skills. The skills mix of the staff also received largely medium to very high rating.

5.2.3 Knowledge Skills and Competencies of board members

The study indicated that all the organizations had a governance structure in place; with the boards having either a board or a committee providing oversight, and that met regularly. The committees/boards however received a low rating on most of the requisite skills and competencies. Key competencies for governance which included; Leadership, Managerial, Financial, legal, procurement, human resources, information technology, community/social development, and monitoring and evaluation skills received mostly medium to very low ratings.

The study also established that the governance organs in the organizations experience challenges in executing their responsibilities, with their roles being mostly moderately understood by other stakeholders. The study indicated that most if the organizations did rely on technical assistance from sources other the organization itself.

The study established that the majority of the respondents were involved in their different capacities in monitoring and running of the projects, ensuring the effective management of processes such as donor relations, implementation of the planned activities, coordination of the various program activities and field visits to monitor progress. A majority of the respondents were in agreed to the fact that regular monitoring of the projects had a bearing on the sustainability, with 40% strongly agreeing, 46% agreeing.

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5.2.4 The resource base/capacity

On the source of funding, the study established that the organizations mostly relied entirely on the donor support as attested by 74% of the respondents, with a lesser majority indicating efforts at self-support through income generating activities. The study also established that the organizations had systems in place with HR, M&E, Procurement and Financial management system scoring highly on being in place. Knowledge management, customer care and IT systems received a slightly lower rating on availability.

The study revealed there being an over reliance on the donor for systemic support. Only 23 % indicated using self-developed systems while 19 % indicated using donor developed systems, 32% indicating joint development, and 25 % indicating an adoption of what the donor uses.

95% indicated that the community organizations had systemic challenges that affected the delivery of projects, especially by lack of consistent organizations structures, Community dynamics and a lack of community participation, inadequate flow of information, a poorly established M&E system and lack of or ineffective basic infrastructure and a financial plan.

On the extent to which the organizations were equipped the study revealed that the organizations were fairly equipped to deliver on their priority areas.

5.2.5 The legal and regulatory framework

The study revealed that all the organizations participating in the survey were duly registered and therefore recognized. Each of the organization also had a constitution which guided its operations and mandate. Some challenges cited in the legal framework included the affiliation relationship with the donor, the lack of independence with most decisions made and/dictated by the donors thus interfering with their autonomy. Policy formulation and implementation was also cited as a challenge that needed addressing, and a shared understanding of responsibility which would reduce the conflict of interest.

Most of the organizations had documented policies in place with most of them having been developed or adopted from the donor and others yet jointly developed. Some challenges were reported on policy challenges and these included; donor influenced policy implementation therefore a lack of independence, lack of enforcement modalities, and lack of clear

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organizational structure that created a conflict and overlap of responsibilities as well as the practical application of the policies.

5.2.6 Sustainability

A majority of the respondents (88%) did not think that their organization would be able to exist without the support of the current donor. There were notable achievements in the organizations with more than half of the respondents agreeing that the project had been successful in achieving its goal. The study was also able to document the strengths of the organizations which included good will from the community, a leadership/governance structure, and a visibility of the organizations because of their work. There were also notable opportunities such as working with the County and National governments, and exploration of other partners. However, some challenges were noted too, which included being overshadowed by the donor on policy matter and visibility; with the donor priorities coming first. There was identified need of enhancing sustainability of the projects through diversify donor engagements and partnerships, be more open minded on networking, and strengthening the monitoring mechanisms and enhance visibility of the organization as an entity on its own.

5.3 Conclusions

The study established that the community organizations have most of the things in place, but there is an over reliance on the donor, the donor always has a final say and/or an upper hand in the running of the projects albeit through some preset conditions that supersede the laid down organizations policies, procedure , guidelines and even the constitution.

The different community organizations studied are at different stages in creating sustainable processes in as far as human and organizational capacities, resource base and legal framework are concerned. However, the one constant amongst all of them is the overdependence on the donor for system support, and as such all of them have a slim chance of survival in the event a donor pulls out. There are notable inadequacies in governance, administration, grants acquisition and management, and also lack of appreciation of the local resources they could tap into to appreciate and create more sustained interventions in their areas. Opportunities exist, but there will be need for elaborate plan on exploiting and making most use of them if desirable results are to be achieved. There is need to ensure staff longevity in the organizations so as to ensure a return on investment on the capacity

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development invested in them. When the staffs are not retained yet there are resources invested in them to make them better, the organization is left at a loss. There is need to strengthen the mechanisms that will ensure the human and organizational capacities are continuously build upon and improves, the legal framework is clear and fully supportive of the organizations mission, values, beliefs and what they stand for, whereas the resource base needs to be improved by diversifying and critically exploring other resource mobilization avenues.

5.4 Recommendations

The study recommends the following based on the objectives it sought to address:

5.4.1 Human and Organizational Capacities

Capacity assessment should be embraced in efforts to identify areas that need strengthening. The donor and the LIPs should together build and develop mechanisms to enhance institutional capacities that are very clear on exiting. Capacities should not just be limited to trainings but have an elaborate action plan on addressing identified capacity gaps from capacity assessment. Capacity Development should be tailor made to address the specific gap identified though capacity assessment. The assessment could be self-administered or with external support. Capacity assessment should be conducted regularly. This will aid in identifying the gaps that need addressing. Skills development, trainings and other capacity building interventions that are not advised by an elaborate capacity assessment may not realize the desired results.

Elevation to a position of board/committee member should be on merit and not so much politically/electively decided. Skilled members would bring in ideas, and be able to give an objective outlook to the project affairs. Requisite skills should be sought for one to be a board member. The job description and qualifications required should be clearly documented, so should the role of the governance team and their requirements. There is need to review the education requirements for board members. The organizations may consider having professional/experts in the board e.g. educational experts, health professionals, and such other experts who will bring expert opinions on areas being addressed by the community organizations.

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There is need to set up functional and locally owned systems in the organizations, albeit with the support of the donor. However, the systems should help the organizations realize their goals as well and support them in efforts to realize sustainability, and not just addressing the donor needs and requirements. This will create a sense of ownership by all the stakeholders involves, thus more self-sustenance.

5.4.2 Resource Capacity

There is need for the community organizations to develop an elaborate Resource mobilization plan, one that is tailor made to address their unique resource challenges. Without a plan the organizations may not be able to sufficiently address their resource needs. This should be coupled with a diversification of partnership which will help the organizations look on various fronts in addressing their developmental needs.

The community organizations should make effort at utilizing the resources available to them, through the Asset Based Community Development (ABCD), where they make maximum use of the resources available in their locale for development purposes. This will see a shift from overly reliance on outside support to a more self-sustaining development initiative. This could be achieved through appreciative enquiry.

5.4.3 Legal and Regulatory Framework

Relationships between donor agencies and LIPs need to be defined properly. They should be mutually rewarding and not servant master relationship. This will promote the growth of the community outfits, to be their own entities. The study recommends for the relationship to be viewed from a partnership point of view which in essence will allow for the needs of each partner will be addressed. This will allow for joint planning and developing a mutual plan on exit will be of benefit to both the donor and the LIPs.

The community organization should create localized policies and by-laws. Most organizations have constitutions in place, but vital guidelines and policy lacked as most were borrowed for the donor, and the spirit and the letter of the constitution was often not followed. This will allow independence in policy implementation and promotion of the organizations ideals. In the event of a conflict between the donor and LIP policies, a compromise should be reached through dialogue and in a way the interests of all involved are

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safeguarded. Properly formulated and utilization of policies will go a long way in promoting sustenance of the organizations initiatives.

5.5 Suggestions for Further Studies

The researcher recommends other possible areas that have not been captured under this study and may affect the sustainability of supported community projects. Factors such as the Culture of the people in the area under study, and the geo-politics of the area could be investigated to determine their bearing on sustainability of supported community projects.

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APPENDICES

Informed Consent

Dear Respondent,

RE: RESEARCH STUDY

My name is Martin Kungu Kibiro, a student at St. Pauls University Limuru, currently pursuing a Master's Degree Program in Development Studies. I am conducting a research study entitled, **The Implication of Organization Systems on the Sustainability of Supported Community Projects in Mulala Division, Makueni County Kenya** to be submitted in partial fulfillment of the requirements for the award of Master's degree in Organisational Development at St. Pauls University Limuru.

You have been selected to participate in the study. The information you provide will be treated with uttermost confidentiality as it is purely for academic purposes.

I therefore request for your co-operation in filling the questionnaire fully and to the best of your knowledge.

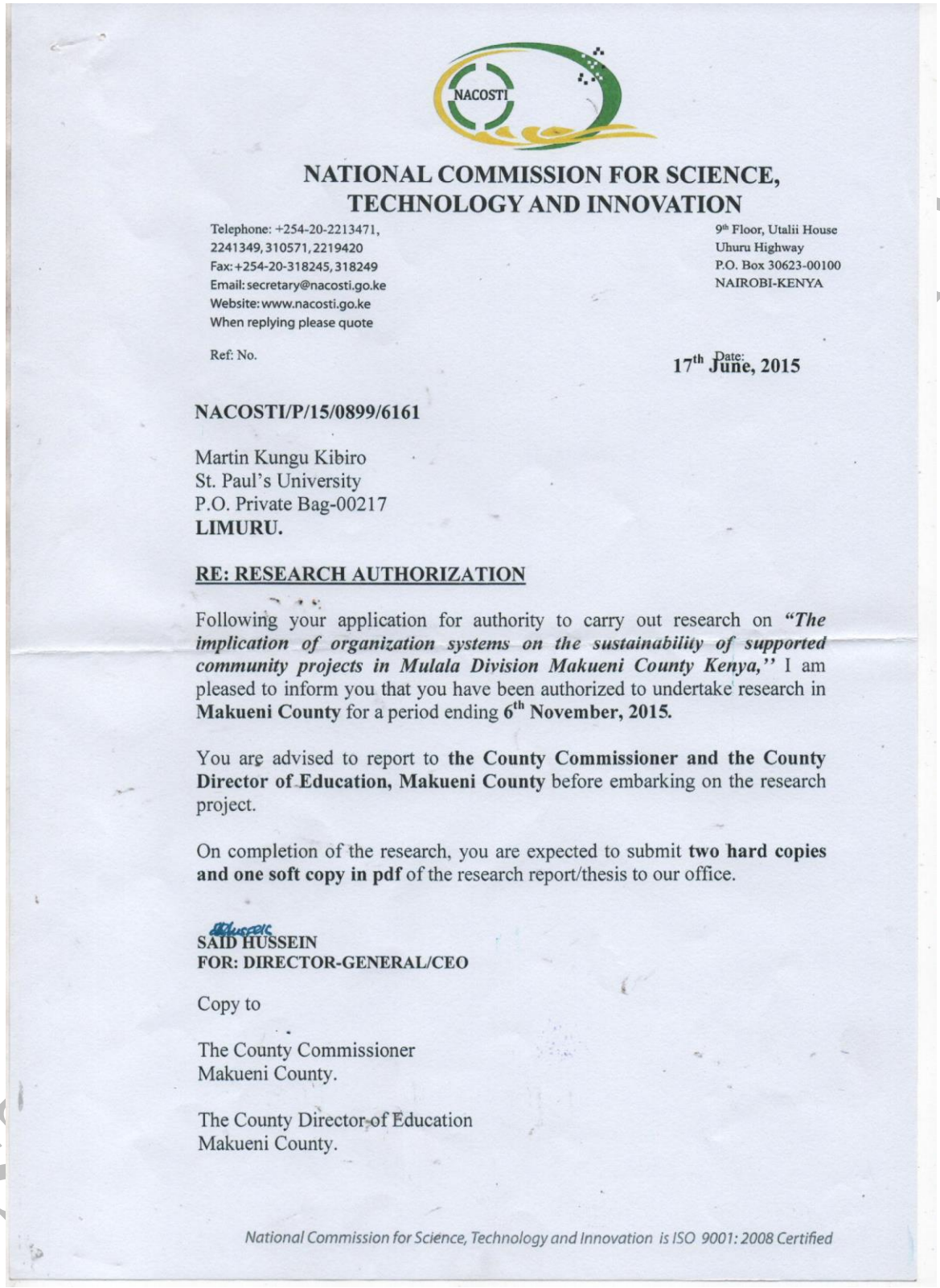
Kind Regards

Martin Kung'u

MDS/NKR/4191/13

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Authorization to conduct the research - Letter from Nacosti



NACOSTI

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471, 2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date: 17th June, 2015

NACOSTI/P/15/0899/6161

Martin Kungu Kibiro
St. Paul's University
P.O. Private Bag-00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"The implication of organization systems on the sustainability of supported community projects in Mulala Division Makueni County Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Makueni County** for a period ending **6th November, 2015.**

You are advised to report to **the County Commissioner and the County Director of Education, Makueni County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

SAID HUSSEIN
FOR: DIRECTOR-GENERAL/CEO

Copy to

The County Commissioner
Makueni County.

The County Director of Education
Makueni County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

Questionnaire

Questionnaire – For CO Staff and Management Committee / Board

Informed Consent

My name is Martin Kungu Kibiro, a student at St. Pauls University Limuru, currently pursuing a Master's Degree Program in Development Studies. I am conducting a research study entitled, **The Implication of Organization Systems on the Sustainability of Supported Community Projects in Mulala Division, Makueni County Kenya** to be submitted in partial fulfillment of the requirements for the award of Master's degree in Organisational Development at St. Pauls University Limuru. Whatever information you provide will be kept strictly confidential.

We would very much appreciate your participation in this study. At this time, do you want to ask me anything about the study?

Do you agree to participate in this survey?

Yes ( ) No ( )

Thank You

Signature of the Interviewee: _____ Date: _____

**** Instructions: Kindly tick in the box that best represents your response, and write in the space provided any narrative responses.***

1. What is your gender?

   Male ( ) Female ( )

2. What is your age range?

   25 years or below ( ) 26-30 years ( ) 31-35 years ( ) 36-40 years ( ) 41-45 years ( ) 46 + year ( )

3. Which one of the following best describe you:

   ( ) Board / Committee member
   ( ) Senior Staff
   ( ) Staff
   ( ) Other (Explain): ……

4. What is your highest level of education?

   Primary ( ) Secondary ( ) College ( ) University ( )

5. How long have you been associated with this project?

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Less than 2 years ( ) 2-5 years ( ) 6-10 years ( ) Over 10 years ( )

Monitoring

6. (a)Are you involved in the running of the project?

   Yes ( ) No ( )

   (b) If yes, please explain how

   .....

   .....

   .....

7. (a)Are there any system challenges that affect the delivery of your projects?

   [ ] YES [ ] NO

   (b) If yes please mention at least one:

……..……

8. (a)Are your Projects monitored?

   [ ] YES [ ] NO

   (b) If No Explain

   _____

   (c)If yes in b above; how often is the monitoring done and in what ways is monitoring carried out?

   Daily [ ] Weekly [ ] Monthly [ ] Quarterly [ ] Bi-annually [ ] Annually [ ] Never [ ]

   (d)Who are involved during monitoring?

   [ ] Board / Committee members [ ] Senior Staff [ ] Staff [ ] Community Members

9. Monitoring has a bearing on the sustainability of projects in your organization?

   Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

LEGAL FRAMEWORK

10. What is the legal situation for your institution?

    [ ] Registered

    [ ] Not Registered

11. Which of the following best describes your organization?

    [ ] SHG

    [ ] CBO

    [ ] NGO

12. Does the organization have any challenges that need to be addressed in its current legal framework?

    [ ] YES [ ] NO

13. If YES, please state at least one challenge

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14. (a)Does the organization have any documented policies?

[ ] Yes

[ ] No

[ ] Don't know

b) If yes, who developed them?

[ ] Organization itself

[ ] Donor

[ ] Donor / Organization

(c) Does your organization adequately utilize these policies?

Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

15. Does the organization have any challenges in delivering its policy actions?

[ ] YES [ ] NO, If YES, please state at least one challenge?

……

16. What are the key issues you would like to highlight with respect to the legal and institutional arrangement of your institution? (*Please state at least) one*……

17. (a) Has the project been successful in achieving its goals?

Very successful ( ) Successful ( ) Not very successful ( ) Not successful at all ( )

(b) Give reasons why the project has been successful or failed: …….....

GOVERNANCE ORGAN/ STRUCTURE

18. How would you describe the governance organ in place for your organization?

[ ] Board of Directors [ ] Steering Committee [ ] others, specify……. [ ] None of the above

19. What is the frequency of meeting of the governance organ?

[ ] Annually

[ ] Quarterly

[ ] Other, specify: ……

[ ] Never

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20. To what extent do you think the governance teams have the following professional / technical skills?

Skill	Very High	High	Medium	Low	Very Low
Leadership					
Managerial					
Financial					
Legal					
Procurement					
Human Resource					
Information Technology					
Community / Social Development					
Monitoring and Evaluation					
Any Other (Specify)…….					

21. What in your view are the three (3) major responsibilities of your governance organ?

---

22. a) Do you suppose the governance organ experiences any challenges in executing their responsibilities mentioned in 21 above?

[ ] YES [ ] NO

(b)If YES, please list the most pressing according to you……..

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23. How well is the role of your current governance organ understood by other stakeholders?

    Fully understood[ ] Well Understood[ ] Moderately Understood [ ] Not Understood [ ]

24. What other issues do you think are of importance to highlight with respect to the role of the governance organ in your organization?

    …..……..

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Systems

25. (a)Are the following systems formally in place in your organization?

System Name	Yes	No
Financial management system		
Procurement management system		
M&E management system Yes		
HR management system		
Information, Education and Communication management (IEC) system		
IT management system		
Customer care system		
Knowledge management system		
Please state any other relevant systems		

(b) If yes, who developed the system (for any that has been checked)?

[ ] Self-developed

[ ] Developed by the Donor

[ ] Donor and Self developed (Jointly Developed)

[ ] Adopted what the donor/other organizations use.

26. To what extent are the systems in your organization effective in achieving the needs (in 25 a)?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

27. To what extent do you think the institution is equipped to deliver on its priority area (infrastructure, vehicles, software, systems and consumables)?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

28. Is your organization able to manage / absorb new structures, systems or ideas?

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[ ] YES [ ] NO

If yes, please elaborate

……

……

Knowledge

29. How would you rate the qualification of staffs in your organization?

[ ] Overqualified

[ ] Not a match (qualified but in a field that has no relation with the job)

[ ] Not-qualified

30. Do you think the staffs in your organization have the right skills to deliver on the organizations mandate?

Yes [ ] No [ ]

31. How would you rate the skills competencies *(managerial, specialist and technician)* in your organization?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

32. To what extent to does your organization depend on outside assistance technical or otherwise to deliver on their mandate?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

Capacity Building

33. (a)Would you say there are effective approached in your organization for skills and knowledge transfer?

[ ] YES [ ] NO

(b) Does your organization have a skills development/ training plan?

[ ] YES [ ] NO

(c)If yes in b above, do you think your organization has sufficient resources to implement skills development

/training plan?

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Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

34. (a)Does your organization conduct needs assessment for skills development/ Training purposes?

[ ] YES [ ] NO

(b) How would rate the capacity assessment in your organization?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

35. (a)Does your organization have any capacity building mechanisms in place?

[ ] YES [ ] NO

(b)If yes, how would you rate the capacity building mechanism?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

(c) In your opinion what do you think is the level of capacity building is in your organization?

Very high [ ] High [ ] Medium [ ] Low [ ] Very low [ ]

36. Do you think the staffs in your organization have the right skills to deliver on the mandate of the organization?

[ ] YES [ ] NO

37. In your own assessment is the capacity of your organization sufficient to ensure continuity even after the support from your donors is gone?

[ ] YES [ ] NO Please elaborate

……

Sustainability

38. (a) Which of these best describes your source of funding?

[ ] Donor Supported

[ ] Self-supported through IGA's

[ ] Donor and Self support

(b) If Donor supported do you think your organization is able to exist without the support of the current donor?

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[ ] YES [ ] NO Please elaborate; ……

39. What do you think needs to be done to ensure your organization lives beyond the donor support?

    ..……..……

40. What other capacities are needed in your organization for you to be more sustainably effective beyond the donor support?

    ……..……..……

    ……

41. (a) How would you rate the current partnership arrangement with you donor?

    Very good [ ] Good [ ] Fair [ ] Poor [ ] Very Poor [ ]

    (b)How can your partnership with your current donor be improved to address your sustainability needs? ……

    (c)What is needed to bring your organizations capacity up to sustainably take over the needed tasks?

    ……..……

    …

42. What assets/strengths does your institution possess that could be tapped to ensure sustainability?

    ……

43. What significant/useful opportunities still remain untapped by your organization?

    ……

44. What should the Local organization be doing to enhance the sustainability in their work?

    ……

45. How can the Local organization be more effective & efficient with the funds it does get?

    ……

46. What could can you do more or better to mobilize resources for the organization?

    ……

Thank You

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Interview Schedule

(Interview Schedule – Staff and Board members)

Informed Consent

My name is Martin Kungu Kibiro, a student at St. Pauls University Limuru, currently pursuing a Master's Degree Program in Development Studies. I am conducting a research study entitled, **The Implication of Organization Systems on the Sustainability of Supported Community Projects in Mulala Division, Makueni County Kenya** to be submitted in partial fulfillment of the requirements for the award of Master's degree in Organisational Development at St. Pauls University Limuru. Whatever information you provide will be kept strictly confidential.

We would very much appreciate your participation in this survey. At this time, do you want to ask me anything about the survey?

Do you agree to participate in this survey?

Yes ( ) No ( )

Thank You

Signature of the Interviewee: _____ Date: _____

1. (a)What are your organization's strategies?

   (b) Have organization's strategies contributed to any significant changes for the communities in the area you work in? *[Probes: positive or negative changes? And what changes]*

1. (a) What factors have been most important for enabling your organization to reach this far in the achievement of its goal?

   (b) Gaps - What has not worked well in the implementation of the strategies? And why?

   (c) Who is affected by these gaps?

2. In what ways is your organization supported by donors in supporting sustainable & responsive development for the community? *(Probes: Strengthening LP organizations, partnerships, resource mobilization)*What shows it?

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3. Are the objectives (and efforts) of your organization linked to the objectives and desires of your donor? If so, what shows it? If not, what is needed to improve this?
4. What are the main organizational strengths that your organizations currently have? What shows these strengths?
5. What are the current capacities requirements of your organization? What shows this?
6. How is your organization doing in achieving targets related to independence / sustainability – setting targets, meeting targets? What shows it?
7. Where does your donor ways of working cause problems for your organization?
8. What other capacities are needed in your organization for you to be more sustainably effective?
9. What is needed to bring your organizations capacity up to sustainably take over the needed tasks?
10. How does your donor build your capacity for skills/knowledge?
11. How & where is your organization linked with potential for influence?
12. What are you (donor & local organization) doing that should be increased/do more of it? And why?
13. What are we (donor & local organization) doing that is not needed? And why?

[Probe: what shows it? (Probes: no longer relevant, ineffective, causing problems, etc.?)

14. What significant/useful opportunities still remain untapped by your organization?
15. How can (donor & local organization) engage with these opportunities?
16. What should be the role of donor vis-a-vis local organization in as far as partnership is concerned?
    - Why do you say this?
17. What should the Local organization be doing to enhance the sustainability in their work?
18. How can the Local organization be more effective & efficient with the funds it does get?
19. What could can you do more or better to mobilize resources for the organization?

Thank You

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