

Influence of Local Community Involvement in Project Planning on the Sustainability of Projects in Trans Nzoia County

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Abstract: Project planning is part of project management which relates to the use of schedule, it also involves systematic sequencing and scheduling tasks comprising a project, the purpose of the study is to evaluate the influence of local community in Project Planning on the sustainability of projects in Trans Nzoia County. The main problem in the study is that lack of Community participation is a key ingredient in poor delivery of good planning outcomes. Community involvement can assist in the identification of local needs and problems, inform policy-making, and provide feedback on service delivery while at the same time fostering a sense of local ownership towards the projects. However, in practice, effective community involvement in the planning process is often neglected and the benefits remain unrealized, lack of knowledge as to how to engage the community. Either way, the results can be disastrous (that is, lack of community involvement can result in a loss of money and other resources, legal suits, disgruntled citizens giving negative to the media, non-acceptance of the project, and a non-sustainable projects we commonly refer to as white elephants). As long as choice-of-technology decisions are made by an outside agency, community demands cannot be met, even if such demands have been duly assessed (Narayan, 2005) This study particularly focused on finding out the reason why a project like that aimed at providing water, a basic need, may fail to succeed as it were despite being aimed at providing a basic need. the specific objectives of the study are: to establish the influence the involvement of the community in community project design on projects sustainability, to find out the influence of the involvement of the community in standard setting on projects sustainability, To determine the influence of involvement of the community in resource mobilization on projects sustainability ,To establish the influence of involvement of the community in project monitoring on projects sustainability. The study is set to benefit Project managers to be aware of the importance of involving the community in the planning of their projects, frequency with which community based projects fail should be reduced as the project management will learn the importance of involving the community in project planning, The goals of subsequent projects was understood and clearly defined ,it will also benefit other researchers in the same field with new insight to support their arguments and hence improve knowledge base, the study was carried out in Trans Nzoia County a case of county government of Trans Nzoia. A total of 336 respondents was involved in the research out of the respondents each will give their responses composed of project managers, project team, project sponsors and community members, the study was undertaken during the months of August and September 2016 to establish the influence the involvement of the community in community project design on projects sustainability, this study will use a case study research design. A total number of 200 respondents were sampled using stratified sampling and systematic sampling technique. The researcher used questionnaire as the main data collection instruments. The data collected was coded and analyzed using descriptive statistics in order to determine their frequencies and percentages. The R square value shows that 65.35% of Variation in project sustainability was explained by a combined effect of the moderating variable on the other independent variables. From these results, it be seen that the moderating variable has a combined moderating influence on project design, standard settings, resource mobilization and project monitoring and valuation. The findings were that there is a significance improvement on the value of R-squared for the model without the moderating variable which is 60.67% to 65.35% for the model with moderating variable. Hence we reject the null hypothesis of no moderating effect at 5% level of significance

Keywords: Project planning, community participation, project design, community involvement, design, implementation, standard setting, monitoring and evaluation.

1. INTRODUCTION

Involving community members not only enhances understanding of the target population, it is fundamental to identifying the best way to meet the community needs (Roger, Rojas and Mayer, 1993). Many development projects are the beginning of an entire community renewal. The long-term benefits of these projects can include the creation of more jobs, improvement in community relations, community empowerment, heightened economic status, environmental restoration and enhancement of the quality of life in the neighborhood through environmental assessment and/or cleanup (Kizlik, 2010). According to Witkin (2004), community involvement is a very important aspect of revitalization for any community, no matter what size and without community buy-in; a project may never get off the ground or will not be accepted once it is completed. In the United States, Federal Brownfield grant monies are tied to community involvement - without implementing and documenting the community involvement initiative - no monies was allocated (Kizlik, 2010). Community involvement should be used to generate not only ideas for projects planning and their implementation, but also ideas to further improve existing project features (Kizlik, 2010). Project sustainability can be facilitated and enhanced by finding out what the community needs, what will benefit the community, what has been tried in the past, and what could be done to improve past ideas (Roger, et al 1993). Witkin (2004) argued that community members, when given an opportunity to be informed and involved in the project process, are a critical factor to a project 'process. In addition, community members may have special issues or concerns that, if incorporated into a project at the outset, may help to reduce the likelihood of challenges to risk assessment results, and potential remediation or revitalization plans. Successful community involvement is based upon information and dialogue (Witkin, 2004). Only an informed community can be part of the decision- making process, which then will lead: To a sustainable project: He added that community members who contribute to the project planning process will better understand the process and was more likely to support a project they had input in.

Kendie (2002) reported that community involvement challenges include: Performing a community assessment in a town without a master plan or preference for re-development options; reaching consensus from diverse backgrounds and needs; accommodating interests when feasible and within the goals of the project; conducting community involvement or participation among the local residents, who have competing priorities/language barriers; building trust among various stakeholders; effectively conveying to local residents and other stakeholders' involvement and support of the goals of the project/process; communicating technical information in an easy to understand the manner; and identifying stakeholders that can represent a diverse constituency, and represent these constituencies at public meetings and planning sessions. Moreover, community assessment helps project manager to get information about a community which can be useful in sustainability of the project such as the current jobs in the community, current family status, income, zoning, public transportation, educational backgrounds, cultural attributes of the community such as, local holidays and celebrations; well-known residents; community meetings; the roles of schools, churches, social and civic organizations and other institutions; the people who live and work in this community; languages spoken; the minority groups present and so on. Once the community assessment has been completed, a strategic plan can be developed to analyze all resources, assets, and planning efforts, to consider the community's vision and to (Altschuld setforth and Kumar, 2010) a path to Fernando (2005) reported that community involvement is important for the following reasons: One, to identify overlooked local knowledge and two, to streamline efforts and gain acceptance. Community members who contribute to the revitalization planning process will better understand the process and was more likely to support a project they had input in, thus creating a sustainable project. Community involvement provides a forum for residents to become informed about project affairs and to be actively involved in making decisions that ultimately impact their community (Witkin, 2004). Meaningful community involvement is beneficial in several ways (ICMA, 2003): Improves information flow; improves community understanding of local government; allows for community advocacy; fosters collaboration; minimizes conflicts; may promote environmental justice. Therefore the purpose of the study is to determine the influence of community involvement on sustainability of community based projects within Trans Nzoia County. Any project work starts by clearly identifying the purpose of the project which is linked to the need of the community it serves. A needs chain model is composed of aligned horizontal and vertical processes in which there are four different kinds of needs that describe and identify the ultimate performance goal, solutions, and what might affect these solutions (Randy, 2005). According to this theory the needs include: Performance need (A state of existence or level of performance required for satisfactory functioning); instrumental need (an intervention, product, or substance that is required to obtain a satisfactory

level of functioning in a particular context); conscious need (needs that are known to those who have them); and unconscious need (need that is unknown to those who have them) (Williams, 2008). According to Randy (2005), need chain model has also four vertical factors that should be considered and they include: Organizational need (needs that usually pertain to behavior or tangible outcomes, such as market share or sales targets); individual needs (needs that usually pertain to the individual's attitudes);about causes; level of objectivity for all needs (the objectivity level requires all needs to have a certain level of objectivity and to be based on deep investigation or further analysis). The Needs Chain Model provides tools that assist organizations in prioritizing resources and identifying areas that require improvement (Mangin, 2001), as shown in figure 2.1 on appendix III. A needs chain model is a framework that allows a development project to consider the individual needs within a community as well as the projects stakeholders and community needs simultaneously in order to come up with solutions to prioritizing resources and areas of improvement for the project (Donna and Greg, 2001). Once the project has completed the model, it gives them a better picture of the project's priorities in a timely ma this model is that it can be used to help decision makers in project quickly come to solutions top priorities that may change over time. Kizlik (2010) argued that in order to conduct a needs chain model, the project must identify: Instrument needs, performance needs, conscious and unconscious needs on the organizational, project level and the individual level. In this regard, the organizational and project level applies to behavior or outcomes, whereas the individual level pertains to individual attitudes to things such as job performance or how they view the organization or projects. A community needs assessment is a combination of information gathering, community engagement and focused action with the goal of community improvement. A community needs assessment identifies the strengths and weaknesses (needs) within a community. Community leaders, local government, advocacy groups, project team or a combination of these then address these identified needs through policy change or project development.

2. RESEARCH OBJECTIVES

General Objective:

The general objective is to establish the influence of local community involvement in project planning on the sustainability of projects in Trans Nzoia County

Specific Objective:

The specific objectives of this study were:

- (a) To establish the influence of project design on projects sustainability in Trans Nzoia County.
- (b) To find out the influence of standard settings on projects sustainability in Trans Nzoia County.
- (c) To determine the influence of resource mobilization on projects sustainability in Trans Nzoia County.
- (d) To establish the influence of monitoring and evaluation on projects sustainability in Trans Nzoia County.

Research questions:

This research was guided by the following Hypotheses:-

- (a) H0₁: Community involvement Project Design in project design have no effect on projects sustainability in Trans Nzoia County
- (b) H0₂: Community involvement in Standard settings have no effect on projects sustainability in Trans Nzoia County
- (c) H0₃: Community involvement in resource mobilization have no effect on projects sustainability in Trans Nzoia County
- (d) H0₄: Community involvement in project monitoring and evaluation have no effect on projects sustainability in Trans Nzoia County
- (e) H0₅: There is no moderating influence of time in project design have no effect on projects sustainability in Trans Nzoia County

3. JUSTIFICATION OF STUDY

Project management is essential for the sustenance of projects in Kenya. It makes a substantial contribution to the country's economic development. It has the potential to generate foreign exchange earnings through exports and diversify the country's economy through projects carried out in Kenya. The findings of this study were important in many ways:

- (a) Project managers were made aware of the importance of involving the community in the planning of their projects.
- (b) The frequency with which community based projects fail was reduced as the project management will learn the importance of involving the community in project planning
- (c) The goals of subsequent projects was understood and clearly defined as this project will inform the projects management within the Trans Nzoia County
- (d) This research will benefit other researchers in the same field with new insight to support their arguments and hence improve knowledge base.

4. LITERATURE REVIEW

This study is based on the following theories;

Agency theory:

A very different picture of family business emerges from those who believe that family owners and managers are driven by self-interest and use the business for parochial purposes (Bertrand & Schoar 2006). Although family firms, like any business with concentrated ownership, may enjoy reduced owner-agent agency costs, they are susceptible to owner-owner agency costs where family owners exploit their superior knowledge at the expense of other shareholders (Wasserman 2006). Self-Serving Family Motivations. A core family motivation identified by agency, behavioral agency, and family business scholars concerns risk. According to behavioral agency theory, wealthy family owners who tie up their investments in a single enterprise are risk averse because they have much to lose from failure (Beatty and Zajac 1994, Kahneman and Tversky 1986). They also may be conservative to preserve the firm for their children (Bertrand and Schoar 2006). If we define risk aversion as the desire to avoid loss of wealth or loss of control—two referenced traits of the wealthy in general (Wiseman and Gómez-Mejía 1998) and wealthy family firm owners in particular (Gómez-Mejía et al. 2007, Miller et al. 2010)—then family members was averse to fluctuation in asset values and incomes. That may constrain the pursuit of profitable investment opportunities and hence entails an agency cost. Other agency related motives concern altruism toward offspring—a direct contrast to stewardship over the business. Family owners and managers may be generous to their children, giving them as undeserved “gifts” secure positions in the company, abundant compensation, and collateral benefits (Lubatkin et al., 2007). They may also use business resources as bargaining chips to “buy off” troublesome kin or avoid strife (Schulze et al. 2001, 2003). Finally, families may entrench themselves or their cronies in key positions to exert control dispense favors, and access resources (Claessens et al., 2002). The cost to the business may come in the form of incompetent executives chosen from a restricted talent pool (Volpin 2002). Agency Consequences. Risk aversion, altruism, and entrenchment are all examples of potentially limiting family business practices (Bertrand and Schoar 2006). If family owners are risk averse and deploy significant resources for parochial purposes, they cannot invest adequately in the firm or in renewing its products and processes, physical plant, or capabilities (Bloom and Van Reenen 2006, Zahra 2005). Thus, the business outcomes discussed by proponents of an agency perspective are in many ways opposite to those suggested by the proponents of stewardship, again in the areas of investment, funding the investment, and patient attitudes toward returns. Specifically, the former would anticipate inferior investment in the infrastructure and future of the business (Bloom and Van Reenen 2006, Chandler 1990, Landes 1949), scarce liquid resources due to abundant dividends¹ or other expenses (Claessens et al., 2002, Morck et al., 2005), and an insistence on lock-step earnings stability to cater to family risk aversion and financial needs (Gómez-Mejía et al., 2007). The result is claimed to be inferior long-run returns to shareholders (Bennedsen et al., 2007, Holderness and Sheehan 1988, Pérez-González 2006).

The stewardship and agency perspectives are contradictory in their views of family business conduct and performance. We will argue that each has truth, but its applicability will depend on the degree and manner in which the business and its key executives are embedded in the family, which was a function of different governance conditions. Here we will apply

the notion of social embeddedness to primary kinship groups and the economic organizations they control (Granovetter, 1985). This requires characterizing, for the first time, the nature of different types of embeddedness relationships between the family and its business. According to Uzzi (1996, p. 674), “economic action is embedded in social relations which sometimes facilitate and at other times derail exchange.” Individuals are said to be most loyal to and supportive of the group to which they are most closely tied and thus identify with, especially in the absence of balancing influences from other groups (Ashforth and Johnson 2002). Thus, close family ties and loyalties among firm owners or top managers may take precedence over ties with other organizational stakeholders such as employees, public shareholders, customers, suppliers, and competitors (Uzzi 1996). In these cases the firm is more apt to serve as an instrument for private family benefit at the expense of its economic robustness, and the agency view is more likely to hold. By contrast, where family owners or top managers are less embedded in and less susceptible to family relationships, they were freer to develop more robust connections with other business stakeholders, and thus, the stewardship position is more likely to find the support.

Stake holder theory:

A Stakeholder Approach (Freeman (2005), continues to be cited by numerous authors, as stakeholder theory continues to attract attention from management researchers. In this article, we review more than 20 years of academic responses to Freeman’s seminal work and provide direction for future research related to stakeholder theory. Freeman’s (1984) initial intent was to offer a pragmatic approach to strategy that urged organizations to be cognizant of stakeholders to achieve superior performance. As Frederick notes, “The stakeholder idea fits into the mentality of strategically-minded corporate managers; in its latest phases, some companies are now justifying broader social policies and actions, not for normative reasons but for strategic purposes” (personal communication, March 17, 2008). However, later years would also see authors suggesting a moral basis for stakeholder management. At its simplest level, stakeholder theory has been proposed as an alternative to stockholder-based theories of organizations (Freeman, 1994). A fundamental thesis of stakeholder-based arguments is that organizations should be managed in the interest of all their constituents, not only in the interest of shareholders. Stakeholder theory is timely yet adolescent, controversial yet important. It is timely because of the emergence of formal organizations as the dominant institutions of our time, increasing reports of ethical misconduct and the harmful impact of corporate negligence with regard to the natural environment. Yet it is adolescent because empirical validity is yet to be established on several of its key propositions (e.g., Jones, 1995). Stakeholder theory is also controversial because it questions the conventional assumption that pursuit of profits is the preeminent management concern, which Jensen (2002) calls the “single-valued objective” of a corporation. Yet it is also important because it seeks to address the often overlooked sociological question of how organizations affect society (Hinings & Greenwood, 2003). Margolis and Walsh (2003) argue that because stakeholder theory incites disagreements over deeply rooted values, its proponents and detractors are unlikely to converge. Despite its fair share of detractors, we believe that the rise in prominence of stakeholder theory has occurred largely because it is a theory that moves people by virtue of its emotional resonance (Weick, 1999). For instance, although proponents such as Freeman point to the “emergence of concerns with ‘vision and values,’ and ‘a sense of purpose’ in the mainstream conversations about business” (2000: 170), even detractors, such as Jensen, acknowledge that “stakeholder theory taps into the deep emotional commitment of most individuals to the family and tribe” (2002: 243). To take stock of the theory, we present a review of academic journal articles on stakeholder theory using content analysis protocols (Krippendorff, 2004; Weber, 1990). We identify key themes, trends, and differences within different streams of the theory to facilitate paradigm development (Pfeffer, 1993). We also intend to contribute by focusing attention on promising, but less elaborated, aspects of the theory. This review endeavors to address a gap in the literature, as existing reviews of stakeholder theory are either dated or incomplete. The last comprehensive review of the academic literature was published more than a decade ago by Donaldson and Preston (1995). This is problematic given stakeholder theory’s increased prominence since 1995. Moreover, recent reviews have focused on specific subthemes or conversations in the theory. Specific examples include Kaler’s (2006) review focusing on stakeholder theory’s usefulness for business ethics research, Stoney and Winstanley’s (2001) review focusing on the U.K. practitioner literature, and Walsh’s (2004) book review and assessment of the theory’s implications for managers seeking to tackle social issues. This is an important time to be undertaking a review because the theory appears to be at a critical junction insofar as it is still seeking to gather momentum in what might be considered mainstream management literature. For instance, attention to stakeholder theory appears to have plateaued in recent years after receiving peak attention in 1999.

Path goal theory:

An explanation of the effects of leader behavior on subordinate satisfaction, motivation, and performance is presented. The explanation is derived from a path-goal theory of motivation. Dimensions of leader behavior such as leader initiating structure, consideration, authoritarianism, hierarchical influence, and closeness of supervision are analyzed in terms of path-goal variables such as valence and instrumentality. The theory specifies some of the situational moderators on which the effects of specific leader behaviors are contingent. A set of general propositions are advanced which integrate and explain earlier fragmentary research findings. Several specific predictions are made to illustrate how the general propositions can be operationalized. The usefulness of the theory is demonstrated by showing how several seemingly unrelated prior research findings could have been deduced from its general propositions and by applying it to reconcile what appear to be contradictory findings from prior studies. Results of two empirical studies are reported that provide support for seven of eight hypotheses derived directly from the general propositions of the theory. A third study designed to test three of the original eight hypotheses is also reported. Two of these three hypotheses are successfully replicated. In the light of these results and the integrative power of the theory, it is argued that the theory shows promise and should be further tested with experimental as well as correlation methods.

The reformulated theory specifies leader behaviors that enhance subordinate empowerment and satisfaction and work unit and subordinate effectiveness. It addresses the effects of leaders on the motivation and abilities of immediate subordinates and the effects of leaders on work unit performance. The reformulated theory includes 8 classes of leader behavior, individual differences of subordinates, and contingency moderator variables which are related to each other in 26 propositions. The contingency moderators of the theory specify some of the circumstances in which each of the behaviors is likely to be effective or ineffective. It is argued that the essential underlying rationale from which the propositions are derived is strikingly parsimonious. The essence of the theory is the meta proposition that *leaders, to be effective, engage in behaviors that complement subordinates' environments and abilities in a manner that compensates for deficiencies and is instrumental to subordinate satisfaction and individual and work unit performance.* This Meta proposition, and the specific propositions derived from it, are consistent with, and integrate, the predictions of current extant theories of leadership. Further, the propositions of the theory are consistent with empirical tests with empirical generalizations resulting from earlier task and person oriented research.

Resource based view theory:

Krippendorff (2014) posits that resource-based view (RBV) has since become one of the dominant contemporary approaches to the analysis of sustained competitive advantage. A central premise of the resource-based view is that firms compete on the basis of their resources and capabilities. Srivastava, Franklin & Martinette (2013) found out that most resource-based view researchers choose to “look within the enterprise and down to the factor market conditions that the enterprise must contend with, to search for some possible causes of sustainable competitive advantages” holding constant all external environmental factors.

Galvin, Rice, & Liao (2014) posit that a firm's resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be a source of a sustained competitive advantage. Rašković, Brenčič, Fransoo, & Mõrec (2012) postulates that each firm is characterized by its own unique collection of resources of core competencies. Kirchoff (2011) established that the source of competitive advantage is the creation and exploitation of distinctive capabilities that are difficult to build and maintain, codify and make into recipes, copy and emulate, and can't simply be bought off the shelf. Kozlenkova, Samaha & Palmatier (2013) asserts that there are three basic distinctive capabilities; (a) corporate architecture (b) innovation (c) Reputation. Rašković et al., (2012) identifies the following propositions on distinctive capabilities, (a) Arm's length relationships, which are associated with low asset specificity and low supplier competencies that can easily be bought off the shelf as there are many potential suppliers, (b) internal contracts, which is an in-house provision associated with high asset specificity and core competencies, (c) partnership relationships, which applies to assets of medium specificity and ascend in steps according to the distance of the complementary competencies provided by external suppliers from the core competencies of a particular firm. Karjalainea et al., (2013) posits that the issue of firm performance has been central in strategy research for decades and encompasses most other questions that have been raised in the field, as for instance, why firms differ, how they behave, how they choose strategies and how they are managed. Dowell et al., (2010) asserts that in the 1990s, with the rise of the resource-based approach, strategy researchers' focus regarding the sources of sustainable competitive advantage shifted from industry to firm specific effects.

5. CONCEPTUAL FRAMEWORK

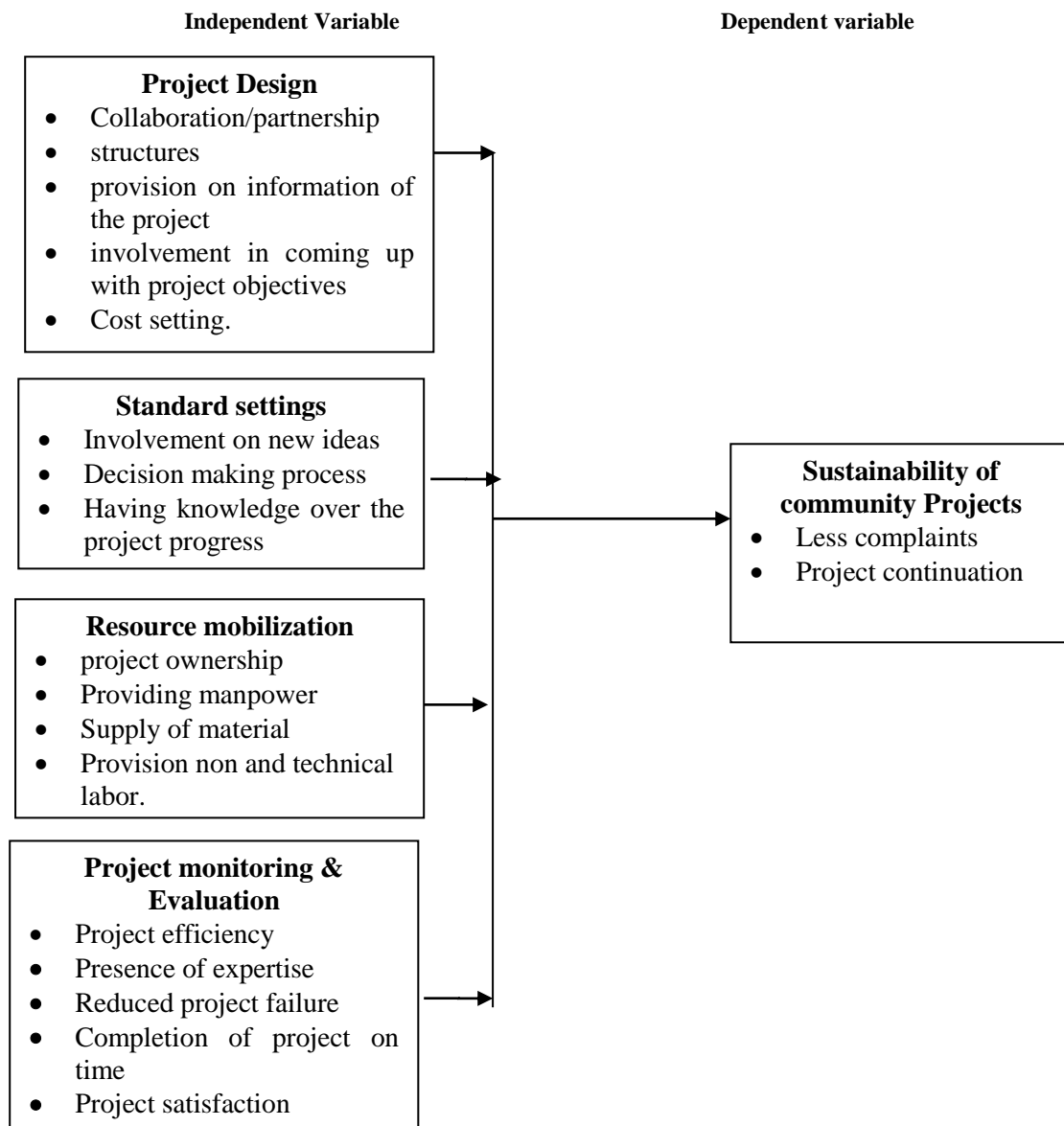


Figure 5.1: Conceptual Framework

6. REVIEW OF VARIABLES

Project Design:

Is an arrangement in which two or more individuals share the profits and liabilities of a business venture, whereby all parties agree with outcome whether profit or loss. This is when the communities agreed or see an arrangement and organization of interrelated elements in a material object or systems, or the object or system so organized. Material structures include man-made objects such as buildings and machines and natural objects such as biological organisms, minerals and chemicals. Project planning depends on communication for goals of the team and roles of its members to be understood. How important is communication in project planning? It means the difference between life and death for the project and success or failure for the project manager. The strategy, design and work plan of a project are pre-determined and the intended beneficiaries are encouraged to participate in its activities and obtain certain benefits. In various projects people are invited to make contributions of labour and/or other resources which is also seen as a form of cost-sharing. Budgeting and cost controls in project management comprise the estimation of costs, the setting of an agreed budget, and management of actual and forecast costs. The project, programme or portfolio; they include resources directly involved.

Standard settings:

This is the levels of achievement or proficiency and the cut scores corresponding to those levels. This where healthy community relies on a balance of economic, social, human and environmental factors to promote the physical, mental and social well-being of people who live and work in the community and involving the community in formulation of vision of the project as well as objectives of the project. Resource mobilization. This is to take responsibility for the project if anything goes wrong as well as taking care about the success of the project. This is where the local community willingness to the services or work with the other project teams and also number of people working or available for work or service. These are necessity that required for successful project completion. Provision none and technical labor: This is where the community provides their knowledge and Management often needs to have technical skills in order to communicate effectively with other project teams' workers and managers.

Project monitoring and evaluation:

This is accomplishing the project with the least waste of time and effort; competency in performance and also accomplishment of project work with a minimum expenditure of time and efforts to maximum result. This is where project team provide knowledge on Initiating, Planning Executing, Monitor and Control of the project implementation. When project is considered a failure when it has not delivered what was required, in line with expectations. Therefore, in order to succeed, a project must deliver to cost, to quality, and on time; and it must deliver the benefits presented in the business case. This is completion of project on time frame as planned and as calculated amount of time required for any particular task to be completed.

Sustainability of community Projects:

This is where there is absence unsatisfactory or unacceptable of the project whether ongoing or completed, therefore being satisfied with the project results. This is the sustainability of the project and benefiting the targeted beneficiaries.

7. RESEARCH METHODOLOGY

Research design:

This study utilized the descriptive cross-sectional survey design. Descriptive studies are concerned with specific predictions with narration of facts and characteristics of individuals, groups and situations. The method also exposes the relationship between dependent and independent variables associated with the problem. The design was chosen for the study because it allows the researcher to study phenomena that do not allow for manipulation of variables. According to Kothari (2004) descriptive research studies are designed to obtain pertinent and precise information concerning the status of phenomena and whenever possible to draw valid general conclusions from the facts discovered. According to Robson (2002) descriptive design is used on preliminary and exploratory studies to allow the researcher to gather the information, summarize, present and interpret data.

Target Population:

Banerjee & Chaudhury (2010), aver that a target population refers to a sample from the defined population from which the sample has been properly selected. Within the Trans Nzoia County there are 45 different projects being carried out currently and which are beneficial to the community. Therefore the target population for this study was 2110 different individuals with some interest on projects within Trans Nzoia County which include project managers, project team, project sponsors and community members who have or are benefiting directly from the projects

SAMPLE SIZE AND SAMPLING TECHNIQUE:

A representative sample of 336 persons was selected from the target population which was used and was selected from five projects from different locality within Trans Nzoia County. To obtain the participants from the population, the names of the possible participants were numbered and the researcher wrote these numbers in small pieces of paper folded them and placed them in a container. The sample size for this study was obtained using (Mora & Kloet, 2010) formula for finite population as follows;

$$n = \frac{N}{(1 + Ne^2)}$$

Where,

n = the sample size

N = the size of population

e= the error of 5 percentage points

$$n = \frac{2110}{(1 + 2110 \times 0.05^2)} = 336$$

The study adopted a stratified sampling in which all samples in the same strata were classified in the same category.

Data Collection Methods:

Cooper et al. (2011) avers that open ended and closed ended questionnaires, interview schedule and content analysis were the instruments of data collection. Individual interviews, observation are the most common methods relevant for this research. Interviews range from the highly structured style, in which questions are determined before the interview, to the open-ended, conversational format. In qualitative research, the highly structured format is used primarily to gather socio demographic information. For the most part, however, interviews are more open- ended and less structured. Frequently, the interviewer asks the same questions of all the participants, but the order of the questions, the exact wording, and the type of follow-up questions may vary considerably. Observation in qualitative research generally involves spending a prolonged amount of time in the setting. Field notes are taken throughout the observations and are focused on what is seen. The study utilized a questionnaire to collect data. Kothari (2014) states that questionnaires offer considerable advantage in administration, present an even stimulus potentiality to large numbers of people simultaneously and provides the investigation with an easy accumulation of the basis of these strengths that the instrument was chosen. The questionnaire will contain five sections that is A to E. Section A will gather for personal information while section B items that sought the effects goals setting by community members; section C will gather information regarding effects of resource mobilization by community. Section D will sought to determine the effects of community project monitoring, while section E will contain items that sought to collect information on community standard setting. The questionnaire presented both open and closed ended questions that required a single response.

Pilot Test:

Pilot was contacted in Trans Nzioa County. This was done through the administration of 30 survey questionnaires where the feedback was collected and the questionnaires were analyzed before the final version of the questionnaires before its distribution. A pilot study was conducted to test the validity and reliability of the questionnaires in gathering the data required for purposes of the study. There are different types of validity that can take place and they are content, construct and criterion validity. Validity is concerned with the truthfulness or accuracy of the results and refers to the extent to which it measures what it was intended to measure. As such, the content validity was ascertained by academic supervisors in the University.

8. CONCLUSION

The R square value shows that 65.35% of Variation in project sustainability was explained by a combined effect of the moderating variable on the other independent variables. From these results, it be seen that the moderating variable has a combined moderating influence on project design, standard settings, resource mobilization and project monitoring and valuation. These is because there is a significance improvement on the value of R-squared for the model without the moderating variable which is 60.67% to 65.35% for the model with moderating variable. Hence we reject the null hypothesis of no moderating effect at 5% level of significance.

Coefficient of Estimate:

	Unstandardized Coefficients			Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	0.747	0.196		3.812	0.000		
Project design	0.184	0.051	0.186	3.643	0.000	0.594	1.684
Resource mobilization	0.311	0.049	0.357	6.294	0.000	0.482	2.077
Project monitoring and evaluation	0.326	0.058	0.294	5.598	0.000	0.563	1.778
Project seting R Square	0.326	0.058	0.294	5.598	0.000	0.563	1.778
Adjusted R Square	0.518						
Durbin-Watson	1.695						
F	112.225						
Sig.	.000						

The study recommends that;

There is a need to involve the community members at all phases of the project from the formulation, to planning, to implementation and finally to clean up phase of the project. This will help in setting the project standards and coming up with project objectives which matches the need of community members and thus after clean up stage of the project, the project can be left in right hand of community members who clearly understand the project and has created a sense of ownership to project thus ensure the project sustainability. The study also recommends that community members need to contribute largely to the resources needed for execution of the project. This will create sense of project ownership and by all means they will sustain the projects which they feel they have invested in it. Finally, it is recommended that community members should be part and parcel of project monitoring process. In this case they were informed if the project is within their area of interest and if it is solving their problems. This will make them sustain the project so that it continues to benefit them.

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