

**FACTORS AFFECTING SUSTAINABILITY OF COMMUNITY DEVELOPMENT
PROJECTS IN MOROGORO DISTRICT, TANZANIA**

BY

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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ABSTRACT

Communities of various sizes in Tanzania are implementing sustainable projects. Despite its increasing popularity, the sustainable community “movement” consists of a diverse set of activities in an early stage of development with no overall national strategy, framework or common measures of success. Thus, this study was conducted to assess factors affecting sustainability of community development projects in Morogoro district of the Morogoro region, Tanzania. Specific objectives were to: (i) identify factors affecting sustainability of community development projects; (ii) assess the extent of stakeholders participation in different stages of selected community development projects; and (iii) determine factors related to sustainability of community development projects. Data were collected from 104 respondents including 80 household heads and four extension agents from four villages in Morogoro district and 20 key informants using questionnaires, researcher’s diary and checklist. Quantitative data were analysed using Statistical Package for Social Science (SPSS) computer software and “content analysis technique” was used to analyse qualitative data. The study identified different factors affecting sustainability of community development projects initiative process in the study area; the extent of stakeholders participation in different stages of selected community development projects; and factors related to sustainability of community development projects. It was concluded that the primary goal of local community projects in the study area was to meet their basic resources needed in ways that it could be continued in future; the question of stakeholder participation from sustainability perspective is where control should reside, that is, whether mobilisation, community development, organising or empowerment strategies are employed. It was therefore recommended that characterising and harnessing the power of local leadership and community investment by building on existing assets is essential component of any plan to enhance prosperity and build a sustainable social, economic and environmental future. Areas for further research are also suggested.

DECLARATION

I, PASCHALINA JOHN HAYUMA, do hereby declare to the Senate of Sokoine University of Agriculture, that this dissertation is my original work and that it has neither been submitted nor being concurrently submitted for degree award in any other institution.

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The above declaration is confirmed

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Date

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LIST OF ABBREVIATIONS

ASPS	- -	Agricultural Sector Programme Support
CSPD	-	Child Survival Protection and Development
DFID	-	Department for International Development
DANIDA	-	Danish International Development Agency
FAO	-	Food Agricultural Organisation
FHHs	-	Female Headed Households
Fig.	-	Figure
GNP	-	Gross National Product
HHs	-	Household Heads
IFAD	-	Integrated Fund for Agricultural Development
ILO	-	International Labour Organisation
IRDPs	-	Integrated Rural Development Projects
MHHs	-	Male Headed Households
MCDGC	-	Ministry of Community Development, Gender and Children
MOH	-	Ministry of Health
MDG	-	Millennium Development Goal
NGOs	-	Non- Governmental Organisations
OFSP	-	Off-Farm Seed Production
PPP	-	Peoples Participation Programme
SNAL	-	Sokoine National Agricultural Library
SUA	-	Sokoine University of Agriculture
SPSS	-	Statistical Package for the Social Science
SP	-	Production Sunflower
UNICEF	-	United Nations Children Fund
USAID	-	United State Agency for International Development
URT	-	United Republic of Tanzania
UNDP	-	United Nation Development Programme
WATSAN	-	Water Sanitation and Network
WOPATA	-	Women Poverty Alleviation in Tanzania
WB	-	World Bank

CHAPTER ONE

1.0 INTRODUCTION

This is a study of factors affecting sustainability of community development projects in Morogoro district of the Morogoro region, Tanzania. Communities of various sizes in Tanzania are implementing sustainable development projects. Despite its increasing popularity, the sustainable community movement consists of a diverse set of activities in an early stage of development with no overall national strategy, framework or common measures of success. The purpose of this study was therefore to assess factors affecting sustainability of community development projects initiative process and draw policy implications on actions to be taken in order to improve sustainable community efforts in the study area.

1.1 Background Information

Rural development efforts in Africa have failed to deliver their promises. Recent years have seen growing criticism of rural development strategies, followed, with minor adjustment since 1960s (FAO, 1992). These conventional strategies have seen development primarily as series of technical transfers aimed at boosting production and generating wealth (McCall, 1987). In practice, conventional projects usually target medium to large scale “progressive” producers, supporting them with technology, credit and extension advice in the hope that improvement will gradually extend to more backward strata of rural society (Dessalegn, 1991; Farrington and Martin, 1987; Huesemann, 2003; Wiggins, 2000).

It has been observed (Chambers, 1983; URT, 2000; Korten, 1980) that in many cases the channelling of development assistance to the better-off has led to concentration of land and

capital, marginalisation of small scale producers and alarming growth in number of landless labours. The basic fault in the conventional approach is that the poor are rarely consulted in the development planning and usually have no active role in development activities. This is because the vast majority of the poor have no organisational structure to represent their interests. Isolated, uneducated and often dependent on rural elites they lack the means to win greater access to resources and markets, and to prevent the imposition of unworkable projects or technologies. It has been argued (Chamala and Shingi, 1987; Larsen *et al.*, 2003; Oakley and Marsden, 1984; Oakley, 1991) that unless the rural poor are given the means to participate fully in development, they will continue to be excluded from the benefits. This realisation is provoking new interest in an alternative rural development approach, that of participation through community organisations controlled and financed by the poor (Levi and Litwin, 1986). This new approach is based on the concept of sustainability, which is about the social, economic and environmental pieces of a community (Keely, 2001; DFID, 2000). Sustainable community approach in Tanzania has been applied to issues as varied as economic development and growth, ecosystem management, agriculture, biodiversity, watershed management and pollution prevention.

Morogoro region (where data for this study were collected) is one of the 29 administrative regions in Tanzania (Fig. 1). The region has an area of 73 039 km². Administratively it is divided into 6 districts of Mvomero, Morogoro, Ulanga, Kilombero, Kilosa and Morogoro Urban. It comprises of 543 villages which are grouped into 141 wards with a population of 1 759 809 people at growth rate of 2.6% (Morogoro District Planning Report, 2003). Due to its fertile soils, favourable rainfall and wide range of altitudes a considerable number of crops are grown in the region. Sisal is the major cash crop while coffee and cotton are grown on limited scale by smallholder farmers.

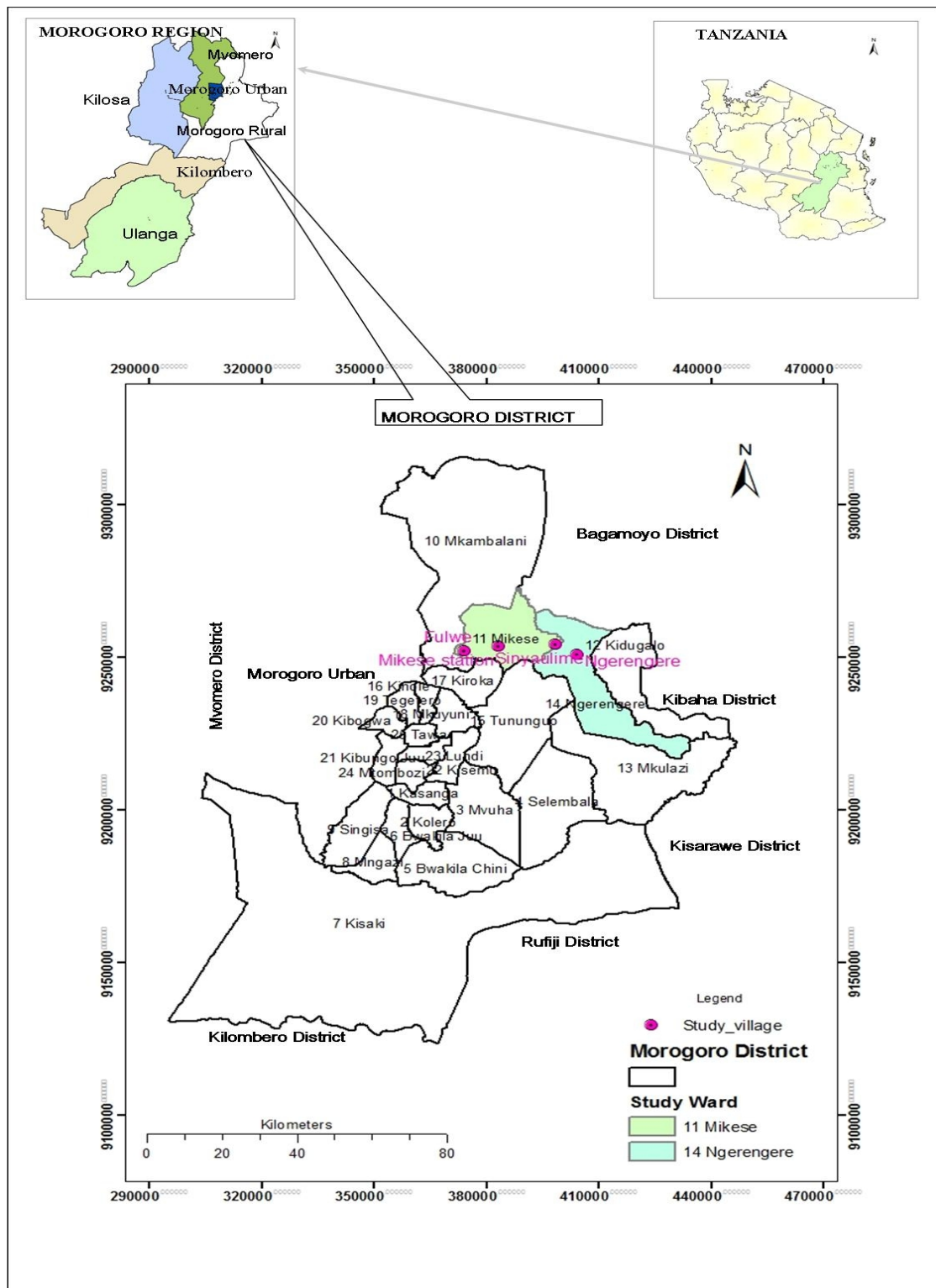


Figure 1: Morogoro region map showing Morogoro district and the study villages

Major food crops produced are maize, paddy, sorghum, sugarcane, cassava, oil seeds and pulses, as well as vegetables and fruits. However, it is not one of the major livestock producing regions in the country. Only limited numbers of farmers keep cattle, sheep and goats. Morogoro district farmers are among the community members who are involved in community projects and need sustainable projects to alleviate their poverty. The district (Fig. 1) covers about 1 192 575 hectares comprising population of 263 920 people of which males are 129 285 and females 134 635 at an annual growth rate of 2.6 % (Morogoro District Planning Report, 2003). The factors affecting sustainability of community development projects and their policy implications remain to be clarified by this study. With this in mind, the problem outline for the study is set in perspective.

1.2 Problem Statement and Justification

Throughout modern history of development steady nurturing process has evolved, moving away from seeing communities as separate from the development process and instead seeing their capacity as primary catalysts for development. Communities of various sizes in Tanzania are implementing sustainable projects. Despite its increasing popularity the sustainable community “movement” consists of a diverse set of activities in an early stage of development with no overall national strategy, framework or common measures of success (URT, 2004a). The purpose of this study was therefore to assess factors affecting sustainability of community development projects in Morogoro district of the Morogoro region, Tanzania. The integrated community systems “movements” in Tanzania has promise, and some of the sustainable community efforts are making initial progress. In order to take actions to improve sustainable community efforts, it was worthwhile to assess factors affecting sustainability of community projects using a case of Morogoro district.

1.3 Objectives

1.3.1 General objective

To assess factors affecting sustainability of community development projects in Morogoro district.

1.3.2 Specific objectives

- (1) To identify factors affecting sustainability of community development projects initiative process.
- (2) To assess the extent of stakeholders participation in different stages of selected community development projects.
- (3) To determine factors related to sustainability of community development projects.

1.4 Research Questions

1. What factors affect sustainability of community development projects initiative process?
2. How do stakeholders participate in different stages of community development projects?
3. What potential factors are related to sustainability of community development projects?

1.5 Operational Definition of Terms

The terms that will be used frequently in the text are defined here to provide a common basis of conveying meaning. These include: Poverty alleviation; rural/agricultural development; community development; participation; community projects; community members; extension agent; sustainability; and key variables used in the study, as defined in Appendix 1.

1.5.1 Poverty alleviation

Poverty alleviation is a strategy that seeks to reduce the level of poverty in a community, or people or countries. It involves improving the living conditions of people who are already poor. Bagachwa (1994) and Makombe (1999) define poverty reduction as lifting the poor out of poverty. According to Limbu (1995), poverty reduction entails increasing the ability of people to acquire necessities, namely: adequate food; adequate and decent clothing; and better shelter/housing that include better places to sleep. Such poverty reduction strategy may be aimed at economic or non-economic poverty, enabling the poor to live better lives (Barder, 2009). In this study, poverty reduction refers to increased income and decreasing inability to attain the basic needs, a condition that is attained by the community members HHs respondents through implementing community development projects that are initiated by different institutions in the study villages.

1.5.2 Rural/agricultural development

Rural development is a process integrated in economic and social objectives, which must seek to transform rural society and provide better and more secure livelihood for rural people. According to Jones (1986), usually this implies the development of agriculture as a means to an end. In this study, the term “rural development” and “agricultural development” will be used interchangeably to mean the perception of rural communities of possible often new ways and means of developing their economies.

1.5.3 Community development

Community development is a structured intervention that gives communities greater control over the condition that affects their lives. According to URT (2004b), the concept of community development refers to those measures which enable people to recognise their own ability to identify their problems and use the available resources. It links at the level

of local groups and organisations rather than with individuals or families. Furthermore, community development is a skilled process and part of its approach is the belief that communities cannot be helped unless they themselves agree to this process. In addition, community development is used to denote the actions and initiatives taken to improve the standard of living in non-urban neighbourhoods, countryside, and remote villages. In this study, community development is about promoting positive changes that bring about improved livelihood among the community members HHs respondents through implementing development projects to increase production of goods and services at different levels in the study area.

1.5.4 Participation

The term participation means the involvement of stakeholders in project cycle development process and activities initiated by different institutions. Community participation in a project means that people living in the region where the project is implemented have contributed to identifying and characterising the problem that the project is attempting to resolve, and are taking part in various aspects of its implementation. They understand how the problem negatively affects them, their children and their environment (Oakley and Marsden, 1984). In this study, community participation is considered as the way different groups of community members HHs respondents are engaged in decision making and planning process in the community development projects implemented in their study villages.

1.5.5 Community projects

Chambers (2005) define community project as a bounded and focused initiative with dedicated funding. According to Hella *et al.* (2001), a community development project aims to change a present situation to an improved situation over time. A project is an

instrument of change. A successful project is that which over the long-term improves the quality of life and reduces the poverty of people living in that area. If developmental changes are sustained then it will benefit future generations and help to ensure their needs are met. In this study, community projects mean general activities initiated by particular community members and implemented for the purpose of improving their livelihoods.

1.5.6 Community members

Community members are those people living in a common place interacting with each other, sharing common values, culture, beliefs and customs, and doing daily activities to get basic necessities for their life. According to URT (2003), community members refer to the people living in one particular area or people who are considered as a unit because of their common interests, background or nationality. In this study, community members refer to those members of the community who are involved directly in community project activities implemented in their villages.

1.5.7 Extension agent

Extension agent is an individual who is fully employed and engaged in extension work in rural communities (Swanson and Claar, 1984). The term as used here, applies to the staff employed in Morogoro district council responsible for extension work in villages where the study was done.

1.5.8 Sustainability

Sustainability means continuation of benefit for a long time after donor's withdraw to support the project. Sustainable community development requires the development and implementation of sustainable production systems that include scientific, technological, economic, social, financial and educational components to ensure sustainability

(FAO, 2003). According to Boydell (1999), the long-term sustainability of projects not only depends on communities' active participation in selecting technical options and services, but also end users need to take some responsibility for cost sharing and investment support. In this study, sustainability means the ability of a project to maintain its operations, services and benefits by the community members themselves after donors' technical, managerial and financial support has ended.

1.5.9 Key variables

The operational definition of different key variables (background, independent and dependent variables) as used in the study is given in Appendix 1. Literature review is presented in the next Chapter.

CHAPTER TWO

2.0 LITERATURE REVIEW

This Chapter reviewed literature from the findings of other studies in order to provide a theoretical framework which guided the development of the study model on which the analysis of data for the present study was based. It focuses on: rural and agricultural development; community development; participation in practice; the concept of sustainability; sustainable community development projects; factors affecting sustainability of community development projects; and conceptual framework for analysis of the study data.

2.1 Rural and Agricultural Development

The term development has been looked differently and tends to assume shape according to the discipline and technology (Higgot, 1983). There are many interpretations of what development is or what it should be about. An attempt has therefore been made to define development as simply an economic phenomenon in which gains per capital GNP would trickle down to the masses of the poor (Todaro, 1985). Oakley and Garforth (1985) note that development has two legs: urban industrialisation and rural development. Oakley and Garforth further state that rural development is a process aimed at improving well being and self-realisation of people living outside the urbanised areas through community efforts. This process is usually encompassed within a programme or project which seeks to tackle the problems identified. Jones (1986) adds that rural development involves the perception of rural people of possible and often new ways and means of developing their economies. Jones further notes that this implies development of agriculture as a means to the end. Rural development also embraces an active concern for improvement of welfare and wellbeing of all rural inhabitants.

Agricultural development is not just farming and technological improvement. It encompasses quality standards, processing and market access for agricultural products (Stephen and Jabara, 1988; URT, 2004). It puts into consideration other factors that affect agricultural production and rural livelihood which are important for the success of agriculture development strategy. Therefore, agricultural development offers an opportunity to develop poor people's livelihoods within a coherent framework, since the rural poor are being influenced by many factors and seek financial security through a wide range of activities; this can not be focused as a development by single sector but as the development of sustainable livelihoods (Stephen and Jabara, 1988). About 75 per cent of the world's 1.1 billion extremely poor people live in rural areas of the developing world (IFAD, 2005). Many strategies have been formulated to reverse this trend in rural areas (URT, 2004) where poverty problem exists. The number of implementation tools, including district-based action plans, sectoral and multi-sectoral approaches and harmonisation at the international level, are gradually being adopted to better tackle the rural dimension of poverty reduction strategies.

2.2 Community Development

Community development is a social process by which people become more competent to control local aspects of economic and social change. Any effective and meaningful development must involve different players; the people, the state, governmental organisations, and non-governmental organisations (NGOs) or and the donor community acting together but in a coordinated manner, with internal dynamics taking hand (Shoo, 2004). The primary objective of the community development is to help people improve their social and economic situation. According to Taylor (2005) community development is firmly based in the needs and concerns of the community and their experiences. It is about promoting positive change in favour of those who benefit least from the economic

development. However, it is not about concrete changes in quality of people's lives but also about how this is done. It should enable people to play a role in shaping their own lives and in shaping society in which they are a part. Gilchrist and Rouf (2006) conclude that community development recognises that the disadvantage is caused by a number of social, economic, cultural and political factors, and therefore any response must address a number of different issues in an integrated and coordinated way and must involve those who are experiencing the disadvantage.

2.3 Participation in Practice

Participation is the process by which stakeholders influence and share control over priority setting, policymaking, resource allocations and or programme implementation (World Bank, 2007). It is the act of tackling part or sharing in the activities of a group. Participation can be seen as a process of empowerment of the deprived and the excluded. This view is based on the recognition of differences in political and economic power among different social groups and classes (McGee and Norton, 2001). It is now widely acknowledged that sustainable economic and social development including the success of various development initiatives requires not merely financial and physical investment but also effective participation of the people in ownership and control of resources, in evaluation of possible solution to their problems and obstacles to development, and in setting up development priorities and strategies (Mongula, 2005).

Food and Agricultural Organisation (FAO) launched the peoples participation programme (PPP) in 1980 (FAO, 1992). Since then PPP has implemented pilot projects throughout the developing world in an attempt to test and develop an operational method of people's participation for incorporation in larger rural development schemes. The experience of PPP has demonstrated that true participation is possible only when the rural poor are able to

pull their efforts and resources in pursuit of objective they set for themselves. The most effective means of achieving this objective are small, democratic informal groups composed of 8-15 like-minded members. FAO (1992) further report that for government and development agencies people's participation through small groups offers distinct advantages: (i) economies of scale; (ii) higher productivity; (iii) reduced costs and increased efficiency; (iv) building of democratic organisations and (v) sustainability.

Participation has been endorsed by most of the World's governments, international financial institutions and bilateral donor agencies as the most effective instrument for bringing about sustainable development (Feeney, 1998). Michener (1998) reported that development actors believe that participation rescues the development industry from being top-down, paternalistic, and dependency-creating. It has been suggested (Michener, 1998) that rural development actors should facilitate primary stakeholders towards enhancing participation, empowerment and ownership of the development interventions for their sustainability. Conversely, some development agents are reluctant to surrender power over project funds/resources and let the community manage them. This contradicts sharply with what Chambers (1983) called "New Professionalism" which entails empowering the primary stakeholders towards their self-reliance. According to White (1996), critics of participatory approach have argued that participatory development demands beneficiaries' time and energy which they may prefer to spend on other productive or recreational activities. In response to this, White (1996) argued that this is true for participation which is not beneficiary-based and said that the sustainability of such development interventions is open to doubt.

2.4 The Concept of Sustainability

There are many definitions of sustainability and sustainable development as there are groups trying to define it (Blewitt, 2008). All the definitions have to do with (i) living within limits; (ii) understanding interaction among economy, society and environment and (iii) equitable distribution of resources. Daly (1996) notes that sustainability is an issue of all communities from small rural towns that are losing the natural environment upon which their jobs depend and to large metropolitan areas where crime and poverty are decreasing the quality of life. Hak and Dahl (2007) state that sustainable indicators measure whether a community is getting better or worse at providing all its members with productive, enjoyable life, both now and in the future. To some, sustainability implies persistence and the capacity of something to continue for a long time. To others, it implies resilience and the ability to bounce back after unexpected difficulties. With regard to the environment, it means not damaging or degrading natural resource (Rutatora, 2002). To enhance sustainability sufficient resources have to be invested in building the technical, organisational and management capabilities of key institutions so that the needed support can be provided (FAO,1986).

Pearce (1990) define sustainability as a general requirement that a vector of development characteristics be non-decreasing over time; where the elements to be included in the vector are open to ethical debate and where the relevant time horizon for practical decision-making is similarly indeterminate outside of agreement on intergeneration objectives. This level of generality may seem unsatisfactory, but the essential point is that what constitutes developments and the time horizon to be adopted are both ethically and practically determined. Such an ethical debate can be illuminated by discussion of the alternative views on both issues, but it can not be resolved other than by ethical consensus.

2.5 Sustainable Community Development Projects

ILO (1990) outlines indicators for project sustainability, as follows: a conducive policy environment; clear and realistic goals; project design corresponding to the managerial and technical capacity of recipients; economic soundness and sustainability; affordability in terms of initial costs and operations and maintenance; active involvement of local authorities and target groups including women; choice of technologies appropriate to the economic and social conditions of the recipient; realistic time frame; adequate maintenance and support systems compatibility with domestic socio-cultural environments; and environmental sustainability.

Clark (1991) pointed out that for a project to be sustainable, it must address the needs and aspirations identified by the beneficiaries and this can only come about through genuine participation of these primary stakeholders. In that case, participation is defined as a process through which stakeholders' influence and share control over development initiatives and the decision and resources which affect them (UNDP, 1998). A project or programme is said to be sustainable if it continues to deliver services or benefits after the donor's technical, managerial and financial support has ended (USAID, 1987). Sustainability refers to an outcome that exists for a prolonged period of time. As adopted by FAO (2000a) and Lovell (1992), the term sustainability with regard to development programmes, is the ability of the local community to meet the costs of the programmes. It means that benefits flowing from a development programme to continue, and it will be able to be maintained after external intervention or donor funding has been withdrawn. Sustainability is dependent on the degree of self-reliance developed in target communities and on the social and political commitment in the development projects.

According to UNDP studies (FAO, 2000b) sustainability can be achieved primarily by capacity development on the clientele at individual, social, institutional and system levels. The evaluation done by the Integrated Rural Development Projects (IRDPs) revealed that no progress can be made without training, but training alone is not enough to bring about a substantial change on the part of the farmers. For project sustainability, there has been increasing consensus at both national and donor levels that involvement of all beneficiaries in the project design is of crucial importance (Howlett and Nagu, 2001). The most important thing is to empower those who have no power; the most vulnerable groups in the society, those generally targeted by development programmes.

2.6 Factors Affecting Sustainability of Community Development Projects

According to Pauline (1999), an important factor for the sustainability of projects is the genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic to the projects success. The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. It is therefore important that involving local communities' starts at the planning stage, when decisions are being made about what type of project is required.

Furthermore, Nkya (1993) noted that the more important components for rural development projects to succeed are: (a) the voluntary commitment of the beneficiary to the development; and (b) the involvement of the beneficiaries in project decision making. These elements should be built into the design of the project. Having the beneficiaries' commitment to their own resources serves several functions. First; the ability to obtain a resource commitment demonstrates that the activity is fulfilling needs that the beneficiaries think are important. Second, a resource commitment makes the people to have a sense of

ownership which is necessary to ensure long-term sustainability. To ensure the sustainability of project activities and interventions, a project design must build in an ongoing dialogue between project management and the beneficiaries. Mechanism can be incorporated into project activities to promote the participation of the local population in testing technological packages, organisational arrangements, and delivery and marketing systems (Cassen, 1986). Foster and Maghimbi (1995) reported that the central concern in development work seems to be the close involvement of the people in the development process from planning and implementation to evaluation stage to ensure that, in the end, the development effort has a positive and lasting impact on the people without compromising future development prospects. This will help them to change direction of the implementation strategies used whenever needed.

Capacity building and community involvement in all stages of project cycle is a very crucial point to enhance sustainability. The most common definition of capacity is the ability of an organisation to survive, that is, to be self-sustaining. However survival is not enough. Other key concepts include empowerment, institutionalisation, and its system development. Capacity is defined as the ability to anticipate changes; make informed decisions; develop programmes; attract, utilise and manage resources; and evaluate performance to guide future actions. The purpose of capacity building is to help communities handle their environment rather than having their environment control them (Eade, 1997).

One of the primary obstacles to the implementation of project/programmes is the absence of capacity and managerial, financial or planning skills at the local level (Bhatt, 1995). At local level people lack power, access to resources and skills to help themselves (FAO, 1986). Capacity building is about training and other methods to help develop confidence

and skills necessary for them to achieve their purpose (Wilcox, 1994). Capacity building must not be seen as a precursor to participation, but a process of development through action, which is supported by projects, established in accordance with certain principles (Hart, 1994). It is very important to focus capacity building at the local community driven approach to sustainability, and to establish and strengthen mechanisms to allow sharing of experience and knowledge between community groups at local, national and international levels. Although capacity building is difficult to attempt, it is the heart of the development process (Church, 1995). Pauline (1999) further notes that professionals can play a number of different roles in community development projects, all of which require trust and good working relationships with local people and other professionals. In order to establish good rapport professionals need time, resources and authority to invest in a project. Flexibility is critical in the way professionals interpret their own and others' roles and in the activities of the projects undertaken.

Different studies (AusAIDs, 2000) so far conducted have generally come up with various factors affecting sustainability of community development projects as follows:

- (a) Partner government and donor policies:** Programme or projects are implemented with a wide policy environment. A policy framework that is compatible with and supporting project objectives is a key factor in promoting sustainability.
- (b) Participation:** The critical factor in promoting sustainability is the role of the stakeholders' i.e. those directly concerned with the project and those who stand to benefit.
- (c) Management and organisation:** Project which integrate with, and build on local management structures have better prospects for promoting sustainability of benefit than those which establish new or parallel structures.
- (d) Organisational viability:** A development programme is organisationally sustainable when it is able to manage and coordinate project's activities efficiently and effectively after

major managerial assistance from external donor is terminated. The capabilities of grass-roots organisations in management can always be improved and frequently do need to be strengthened (ILEIA, 1991).

(e) Financial: In some countries and sectors financial sustainability is unlikely in the medium term and if aid is provided to support existing public sector activity in that situation then the less effective outcomes are inevitable.

(f) Economic viability: The long-term economic viability of project results is dependent on a favourable economic environment. Here projects aim to upgrade the institutional capacity of agencies providing general and specific services to small industries. Effective demand for products generated by small industries depend on the incomes of rural producers which in turn, depend on the rate of agricultural growth. This requires reliable markets and infrastructural systems, the choice of technology which is adapted to the economic and social conditions in which is to be used and protection of the resource base (ILO, 1990).

(g) Awareness and training: The provision of appropriate training for identified target group is often a strategy for achieving sustainable benefit. Information and dissemination networking wider group of stakeholders should be a component of sustainability strategy.

(h) Technical soundness: A development project is technically sustainable when it is able to deliver and upgrade appropriate technologies to a locality served for an extended time after major technical assistance from external donor is terminated (Lovell, 1992). The technology to be transferred must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability. Training to support the introduction of new technology is usually an essential component of a sustainability strategy.

(i) Social, gender and culture: Development interventions can fail to deliver sustainable benefit due to lack of attention to social, gender and cultural issues. To introduce

appropriate new technologies there must be an understanding of local decision making systems, gender division of labour and cultural preferences.

(j) Environmental soundness: Environmental sustainable development can be defined as development that meets the need of the present generation without compromising the ability of future generation to meet their needs. Environmentally sound strategies are intimately related to the collective responsibility the poor have towards natural resources. Only participatory grass-roots institutions can breed such a sense of responsibility. People's participation and grass-roots based institutions-building go hand in hand with conservation-based poverty alleviation strategies. The attitude of the poor towards the environment and their relationship to natural resources are critical to fostering positive linkages (IFAD, 1999).

2.7 Conceptual Framework for Analysis of the Study Data

The literature from the present Chapter has been reviewed from a wider perspective of sustainability of community development projects. The reflections drawn in this review provides a basis for assessing factors affecting sustainability of community development projects in Tanzania. In the context of the present study the purpose of which was to assess factors affecting sustainability of selected community development projects in Morogoro district, the conceptual framework shown in Fig. 2 was developed. This conceptual framework is for analysing a large volume of data and is oriented towards establishing findings which fulfil the objectives of the study. It allows drawing implications on the extent to which sustainability of community development projects could result to people's improved livelihood in Tanzania. The operational definitions of key variables used are given in Appendix 1. The research methodology is presented in the next Chapter.

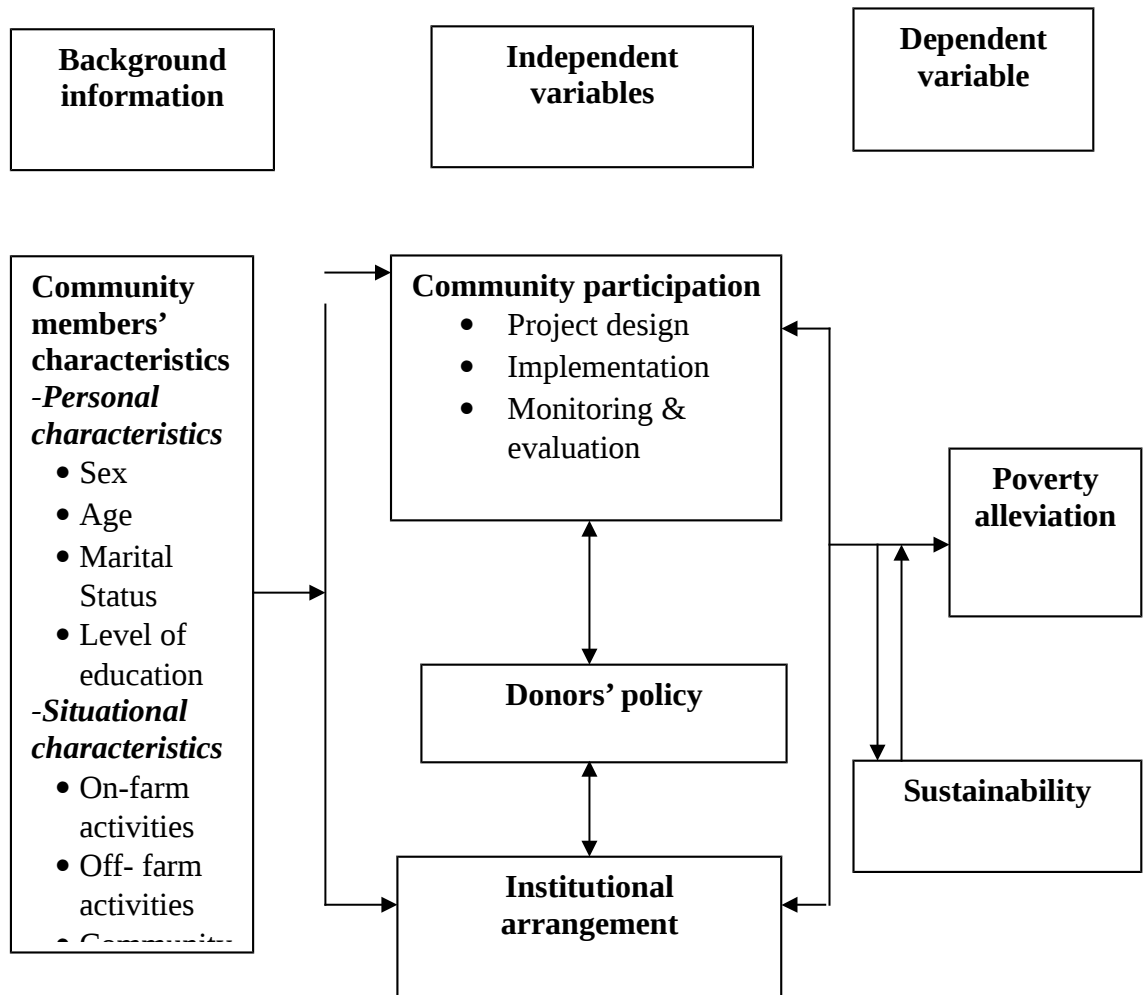


Figure 2: Conceptual framework for analysis of the study data: Factors affecting sustainability of community development projects in Morogoro district

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This study sought to assess factors affecting sustainability of selected community development projects in Morogoro district. This Chapter discusses the research methodology adopted under eight parts: (a) study area; (b) study design; (c) sampling procedures; (d) sample size; (e) data collection instruments; (f) data collection procedures; (g) data processing and analysis; and (h) limitation of the study.

3.1 Study Area

The study was conducted in Morogoro district, Morogoro region. The district was purposively selected based on evidence of existence of different agricultural community development projects and other projects introduced by the Government, donors and non-governmental organisations (NGOs). The study took place in four villages namely: Ngerengere, Sinyaulime, Fulwe and Mikese station.

3.2 Study Design

Cross-sectional research design was employed. According to Babbie (1990), the design is one in which research subjects are assessed at a single point in time and can be used for a descriptive study as well as for determination of relationship between variables. This study design is suitable because it is fast and can accommodate a large number of study units at low cost (Casley and Kumar, 1988).

3.3 Sampling Procedures

A multi-stage sampling technique was adopted. It mainly involved purposive selection of the study area and respondents based on evidence of existence of community development

projects. This technique is convenient for a larger sampling unit (Kothari, 2004). The technique was done under two main stages.

Stage 1: First sampling stage involved purposive selection of divisions, wards and villages based on evidence of sustainable community development projects. There were 6 divisions, 25 wards and 132 villages during the time of data collection in Morogoro district. Each division had more than 2 wards and each ward had more than 2 villages. Thus, two divisions were purposively identified, namely: Ngerengere and Mikese and in turn, one ward was also purposively selected from each division namely: Ngerengere and Mikese wards. The purposive sampling procedure was also used to select two villages from each selected ward, namely: Fulwe, Mikese station, Sinyaulime and Ngerengere. Finally the same sampling procedure was used to select one community development project from each selected village based on specified criteria, namely: On-farm seed production (OFSP) project; Sunflower production (SP) project; Water sanitation and network (WATSAN) project; and Child survival protection and development (CSPD) project.

Stage 2: Second sampling procedure involved sampling of study respondents. A sample of 80 community members household heads (HHs) including 40 male household heads (MHHs) and 40 female household heads (FHHs) was selected from the 4 selected villages (20 from each village). Purposive and stratified sampling techniques were used to get names of male and female community members' respondents HHs from the corrected register of 250 community members HHs (175 male 75 female) from each village. Each of the selected villages had one extension agent who was involved in the study. In addition, 20 key informants were also selected using snowball technique. Thus, a sample of 104 respondents was identified and involved in the study.

3.4 Sample Size

A total sample size of 104 respondents comprising of community members HHs, extension agents and key informants was selected and involved in the study. The distribution of all respondents involved in the study is shown in Table 1.

Table 1: The distribution of all respondents (N=104) involved in the study

Type of respondent	Number		Total
	Male	Female	
Community members HHs	40	40	80
Extension agents	3	1	4
Key informants	12	8	20
Total	55	49	104

3.5 Data Collection Instruments

Data collection instruments used for the study were: questionnaires, researcher's diary and checklist, as follows:

- (a) Questionnaires: Two types of questionnaires were used to collect primary data from community members HHs and extension agent respondents, namely: community member's HHs questionnaire and extension agent's questionnaire (Appendix 2 and 3). All the questionnaires were completed by means of personal interviews conducted by the author.
- (b) Researcher's diary: This was used to collect secondary data from relevant documentary sources including internet websites, Sokoine University National Agricultural Library (SNAL), district and village files and observations of community project activities.
- (c) Checklist: This type of tool was used to collect primary data from key informants (Appendix 4) to supplement information gathered through researcher's diary and interview schedules.

3.6 Data Collection Procedures

Fieldwork exercise was conducted during the period of October to December, 2009. The permit for data collection was obtained from the Morogoro district commissioner in Morogoro region after getting an introductory letter from the Director, Research and Postgraduate Studies, at Sokoine University of Agriculture (SUA). The study employed combination of multiple methods of data collection, primarily involving qualitative and quantitative information collection techniques and procedures. It took holistic participatory process in assessing factors affecting sustainability of selected community development projects. In each of the selected villages from Morogoro district, the researcher was responsible for data collection. Before primary data collection, a preliminary survey was conducted by the researcher to familiarise with the study area as well as to acquire general information on community development projects.

Structured and unstructured interview schedules were used as a tool for interviewing selected community members and extension agents. The interview schedules were designed to permit acquisition of both qualitative and quantitative data. Open and close-ended questions were used. In the open-ended questions, respondents were supposed to give their own views while in close-ended questions they were supposed to choose among the given answers. Community member's HHs questionnaire was translated in Kiswahili to permit gaining of both qualitative and quantitative data which were pre-tested before being subjected to the field for actual data collection in order to ensure their reliability and validity. The first draft of the HHs questionnaire was pre-tested in 10 HHs respondents not included in the study sample. In addition, necessary changes were made on the basis of the pre-testing results before the final administration to the study respondents.

Of the 80 interview schedules aimed for community members' HHs, all were properly completed, constituting a return rate of 100 percent. All the four interview schedules aimed at extension agent respondents were also completed. Interviews were conducted in private HHs environment and each lasted for about 30 minutes. Direct researchers observations were made to verify some of the information given during survey. In addition, primary data were collected using checklist from 20 key informants through directed discussions. The researcher also collected secondary data through review of documentary information from SUA library, websites, and official reports from district and village files using researcher's diary. Observations made on community members project activities were also recorded.

3.7 Data Processing and Analysis

3.7.1 Data processing

Data from completed community members' HHs interview schedule were coded for computer analysis. Each schedule had 148 variables. In addition, data from the bulky extension agents' interview schedule, researcher's diary and checklist were summarised manually to single sheets of paper. In summarising the data, great care was taken to ensure that it correctly reflected the original meanings of the statements made.

3.7.2 Data analysis

Data from community members' HHs interview schedules coded for computer analysis were analysed using programme for Statistical Package for Social Science (SPSS). The method of analysis involved univariate and bivariate analysis. It used techniques of frequency counts, means and percentages. Furthermore, data processed from extension agents' interview schedule, researchers diary and checklist were also examined. Qualitative data were analysed using "content analysis technique" which mainly involved transcription of recorded note books and then clustering information into sub-themes. Quantitative data

were processed and analysed to produce frequencies to facilitate assessment of factors affecting sustainability of community development projects in the study villages.

3.8 Limitation of the Study

- i. More than three quarters of the HHs respondents were involved in off-farm activities, most of them doing casual labour. Since the interview was conducted during the working hours (i.e. daytime), the interviews had to be rescheduled for late hours in the evening (i.e. after working hours) as a result data collection time had to be prolonged.
- ii. Some respondents demand for payment in order to provide information delayed data collection process for the study. However, after clear explanation on the purpose and study objectives they agreed to cooperate.

Results and discussion is a subject of the next Chapter.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

This Chapter presents the major results and discussions arising from the data analysis related to factors affecting sustainability of selected community development projects in Morogoro district. These were discussed under four main sections: The first section deals with community members HHs respondents' characteristics. The second section focuses community members HHs respondents' opinions on factors affecting sustainability of their community development projects. The third section discusses extent of stakeholders participation in different stages of selected community development projects. Finally, the fourth section looks at community members HHs respondents' opinions on factors related to sustainability of community development projects initiative process. The results from these sections are examined from the perspective of their implications for sustainability of the community development projects in the study area.

4.1 Community Members HHs Respondents' Characteristics

HHs characteristics covered personal and situational characteristics in community development projects which were expected to reduce their poverty. It is therefore organised into two main categories. The first category involved personal characteristics. These were: sex; age; marital status; and level of education. The second category deals with situational characteristics. Those examined involved: on-farm activities; off-farm activities; and involvement in different community development projects.

4.1.1 Community members HHs respondents' personal characteristics

The personal characteristics of HHs have important social and economic implications to involvement in community development projects. HHs composition usually influences the decision on involvement in community development projects. Among the more important

HHs personal characteristics dealt in this study are: (i) sex; (ii) age; (iii) marital status; and (iv) level of education. The examination of the HHs sex revealed that of the 80 HHs, 40 were male household heads (MHHs) and 40 female household heads (FHHs). Further examination of HHs respondents' characteristics are organised under: age; marital status; and level of education, as given in Table 2.

Table 2: Percentage distribution of HHs respondents (N=80) by personal characteristics

HHs personal characteristics	Number	Percent
Sex		
Male	40	50
Female	40	50
Age (yrs)		
21-30	29	36.3
31-40	39	48.7
41-50	12	15.0
Marital status		
Single	9	11.3
Married	57	71.3
Widow/widower	4	5.0
Divorced	10	12.5
Level of education		
Adult literacy	15	18.8
Primary	58	72.5
Secondary	7	8.7

(i) Age

The age distribution of HHs respondents was between 21 and 50 years, as given in Table 2. The majority (85.0 %) were below 41 years of age. The results generally suggest that HHs study respondents were drawn from different age groups of rural communities in the study villages. However, the results also suggest that involvement of HHs respondents with 41 years and above was a rich source of information on sustainability of community development projects in the study area.

(ii) Marital status

Married couples are likely to be more productive than single persons due to labour supply in the projects and access to resources in project investment. The findings given in Table 2 show that the majority (71.3 %) of the HHs respondents were married. This implies that marital status did not significantly influence the study results.

(iii) Level of education

It was expected that the extent to which rural communities were educated would tend to influence their ability to gain knowledge. According to Bartle (2002), education equips people to face the existing challenges of the world which is likely to affect their participation in project activities. The HHs respondents were therefore asked to indicate their level of education. The distribution of HHs respondents' level of education is shown in Table 2. The data show that all the HHs respondents had attained formal level of adult education and above. That is, 18.8 % had obtained adult literacy (reading and writing) and 8.7 % had reached the level of secondary education. The data in Table 2 also show a high proportion (72.5 %) of HHs respondents had obtained primary education. This is a reflection of Tanzania's efforts of national campaign on universal primary education in 1970's. This shows that formal education was not an important criteria in involvement in community development projects.

4.1.2 Community members HHs respondents' situational characteristics

The situational characteristics dealt with were in three main categories. The first category involved factors related to on-farm activities. These include: land ownership; crop and livestock production. The second category involved off- farm activities engaged in by the HHs respondents. The third category dealt with HHs respondents involvement in different community development projects.

(a) On-farm activities

(i) Land ownership

Land is one of the most important factors and means of agricultural production. The HHs respondents were therefore asked to indicate the size (acres) of farm they owned in their villages, as shown in Table 3. Data in Table 3 indicate that farm size of HHs respondents ranged from less than 2 acres to above 5 acres with an average of 3.5 acres per household.

Table 3: Percentage distribution of HHs respondents' (N=80) land ownership by gender status

Land owned (Acres)	MHHs(n=40)		FHHs (n=40)	
	Number	Percent	Number	Percent
<2	23	57.5	23	57.5
2-5	11	27.5	10	25.0
>5	6	15.0	7	17.5

The results suggest that, in general, both types of HHs (MHHs and FHHs) respondents had almost identical farm sizes. This indicates that HHs respondents' farm size was very representative of the general farm size situation in the study villages. The results in Table 3 reflect what has been reported by URT (1999) that 90 % of Tanzanians live and work in rural areas and 80 % of the households survive principally from smallholder farming under customary tenure and smallholder sector embraces land holdings below 4 acres. In addition, most smallholder farmers in Tanzania usually cultivate between 0.36 to 2 acres of land for crop production. This implies that the farm size situation of study respondents was not very different from that of smallholder farmers in the country.

(ii) Crop production

The HHs respondents' opinions on types of crop grown, crop yield and sale are examined in this part in terms of cash and food crops, average crop yields and percentage sales in the study villages for the 2008/2009 season. The HHs respondents were asked to give major

types of cash and food crops grown, average crop yields in kilogrammes per acre (kg/acre) and percentage sales. The average yields and percentage sales for cash crops (sunflower, simsim, paddy) and food crops (maize, cassava, sorghum) commonly grown in the study villages was computed, as shown in Table 4.

Table 4: Distribution of HHs respondents' (N=80) opinions on type of crop produced by average crop yields and percentage sales in 2008/2009 season

Type of crop	HHs Respondent			
	MHHs(n=40)		FHHs (n=40)	
	Average yields (kg/ha)	Sales percent	Average yields (kg/ha)	Sales percent
Cash crop				
Sunflower	2 000	90	1 800	40
Simsim	1 000	85	850	30
Paddy	1 600	65	1 600	60
Food crop				
Maize	2 500	30	2 400	15
Cassava	4 700	25	5 200	10
Sorghum	1 500	20	1 300	20
Average	2216. 7	52. 5	2191. 7	29. 2

Data in Table 4 show that MHHs and FHHs respondents produced average yield of 2216.7 and 2191.7 kg/ha, respectively. The findings in Table 4 indicate that MHHs and FHHs average crop yields (kg/ha) were almost similar, however, they differ in crop sales which was on average 52.5 % and 29.2 % for MHHs and FHHs, respectively. This implies that men were very much concerned to take care of family at household level in terms of social and economic affairs such as sending children to school, medical services and building of houses, all of which require the use of money.

(iii) Livestock ownership

The numbers of livestock owned by HHs respondents were expected to signify their economic status. The HHs respondents were asked if they owned livestock and their types, as summarised in Table 5.

Table 5: Percentage distribution of HHs respondents (N=80) by type of livestock ownership

Type of livestock owned	HHs Respondents			
	MHHs (n=40)		FHHs (n=40)	
	Number	Percent	Number	Percent
Cattle				
0	36	90	37	92.5
1-5	2	5.0	2	5.0
6-10	2	5.0	1	2.5
Goats				
0	30	75.0	27	67.5
1-5	4	10	6	15.0
6-10	3	7.5	5	12.5
>10	3	7.5	2	5.0
Sheep				
0	40	100.0	38	95.0
1-5	0	0	1	2.5
6-10	0	0	1	2.5
Chicken				
0	12	30	10	25.0
1-5	1	2.5	6	15.0
6-10	8	20.0	5	12.5
>10	19	47.5	19	47.5

Data in Table 5 indicate that the major types of livestock owned by the MHHs and FHHs respondents in the study villages were: chicken; goats; cattle; and sheep in declining order. The majority (67.5 % and above) of the MHHs and FHHs respondents were not keeping any type of livestock, except chicken which were kept by 70.0 % MHHs and 75.0 % FHHs respondents. However, data in Table 5 indicate that livestock keeping was not an important economic activity for the community in the study villages.

(b) Off- farm activities

Off-farm activities are those activities besides farming in which people are engaged in order to supplement their income generation. They are very important sources of income for rural people as they help in getting money for buying other items such as clothes and food, as among the basic human needs. The community members HHs respondents were therefore asked to indicate the extent to which they were engaged in off-farm activities. The particular off-farm activities engaged with by community members HHs respondents are shown in Table 6.

Table 6: Percentage distribution of HHs respondents (N=80) by type of off-farm activities engaged

Type of off-farm activity	HHs Respondents			
	MHHs (n=40)		FHHs (n=40)	
	Number	Percent	Number	Percent
Local brew	3	7.5	7	17.5
Employment	3	7.5	1	2.5
Business	13	32.5	10	25.0
Food vendor	1	2.5	2	5.0

Data in Table 6 indicate that the major off-farm activity carried out mainly by community members HHs respondents was business, which was carried out mainly by 32.5 % MHHs and 25.0 % FHHs respondents. On the other hand, the data also indicate that only a small proportion of MHHs and FHHs respondents were generally engaged in off-farm activities. Data in Table 6 suggest that engagement in off-farm activities was not an important economic undertaking for community members HHs in the study villages. However, the findings imply that there was a potential for off-farm employment for the community members in the study villages.

(c) Involvement of HHs respondents in different community development projects

Community members HHs respondents were asked to state on how they were involved in identified community development projects which have been implemented in their villages. The identified projects were: (i) On-farm seed production (OFSP) project; (ii) Sunflower production (SP) project; (iii) Water sanitation and network (WATSAN) project; and (iv) Child survival protection and development (CSPD) project. Percentage distribution of HHs respondents opinions on their involvement in identified community development projects in their villages are shown in Table 7.

Table 7: Percentage distribution of HHs respondents' (N=80) opinions on their involvement in community development projects by type of project

Statement	Type of community project			
	OFSP	SP	WATSAN	CSPD
	(n=20)	(n=20)	(n=20)	(n=20)
	Percent	Percent	Percent	Percent
• Implemented more than 2 years without donor support	100.0	100.0	100.0	100.0
• HHs respondents involvement	100.0	100.0	100.0	100.0
• Cover at least 50 percent of the population	75.0	80.0	100.0	75.0
• Have at least 75 percent of facilities in operational order	80.0	100.0	100.0	85.0

(i) On-farm seed production

On-farm seed production(OFSP) project was introduced in 2004 at Mikese station village by the Agricultural Sector Programme Support (ASPS) funded by DANIDA and implemented for 4 years (2004-2007) in Morogoro region under district level, for the purpose of improving farmers productivity by using improved seeds (i.e. quality declared seeds). Data in Table 7 show that all of HHs respondents in the project stated that the project was implemented for more than 2 years without donor support and community members were involved in the project activities starting from the time when the project

was introduced. It was noted that 75.0 % and 80.0 % of the HHs respondents, respectively, said that the project covered at least 50 % of the population and had at least 75 % of facilities in operational order. This implies that the project had most of the requirements needed for a sustainable community project.

(ii) Sunflower production

Sunflower production (SP) project was introduced in 2004 at Fulwe village and implemented for 2 years (2004-2006) for the purpose of improving livelihood of the people who are living in the rural areas. The project was funded by the Government of Navarra which released fund to International Oxfam Country Office. The Women Poverty Alleviation in Tanzania (WOPATA) group organisation was the main implementers of the project. The main objective of the project was to improve the livelihood status of the rural communities in Morogoro region through strategies for diversifying and increasing efficiency in production of agricultural commercial products and improving its linkage with local markets. Almost every member in the village benefited from the project by processing sunflower to produce oil and other by-products. There was a small factory which was being used by community members for sunflower processing to produce cooking oil and sunflower cake used for animal feeds. The nearby wards and villages were benefiting from the project to alleviate food shortage problems. Data given in Table 7 imply that the project had most of the requirements of a sustainable community project, as was the case in OFSP project.

(iii) Water sanitation and network

Water sanitation and Network (WATSAN) project was introduced in 2005 at Ngerengere village and implemented for 3 years (2005-2007) for the intention of eliminating the problem of water shortage in that area. The project was funded by the World Bank (WB) and implemented at district and village levels. It was observed that availability of water in

the study area made the community members have enough time to do other production activities, hence increase their income. Therefore, community members maintained the project facilities in order to ensure availability of water to sustain their needs. Data in Table 7 indicate that the project had all the requirements needed for a sustainable community projects as has been noted in case of OFSP and SP projects.

(iv) Child survival protection and development

The Child survival protection and development (CSPD) project was introduced in 1985, implemented for 3 years (1985-1987) at Sinyaulime village, funded by UNICEF and implemented at district and village levels. The specific objectives of the project were: (i) reduction of infant and young child mortality and morbidity, (ii) better child growth and development, (iii) improvement of maternal health and nutrition, (iv) improvement in capabilities at all levels of the society, and (v) to assess and analyse nutritional problems and design appropriate action in order to reduce/mitigate the problem. Like the above three projects identified for this study in Table 7, this project also had the main qualities for its consideration under sustainable community projects.

4.2 Community Members HHs Respondents' Opinions on Factors Affecting Sustainability of Their Community Development Projects Initiative Process

Considering that the task of launching sustainable community project initiatives can be daunting at the onset, community members HHs respondents opinions were sought by breaking the process on their development projects into 10 individual steps, as shown in Table 8. The findings in Table 8, generally, show that sunflower production (SP) and Water sanitation and network (WATSAN) projects ranked high (85.0 % and 70.5 %, respectively) on the process of launching sustainable initiatives. On the other hand, on-farm seed production (OFSP) scored lowest (30.5 %) followed by child survival protection and development (CSPD) project (49.0 %). It was noted that SP and WATSAN projects had

two characteristics in common: First, the community projects were carried out to sustain community needs. Second, the sustainability indicators were developed to point to areas where the links between the economy, environment and society are weak.

These findings reveal the extent to which community projects involved community need to develop and believe in its potential in community capacity indicators, which they can use to assess their own ability to plan, carry out and evaluate their self-help development projects. More specifically, factors affecting sustainability of community project initiative process, given in Table 8, are discussed under the following 10 parts.

Table 8: Percentage distribution of community members HHs respondents' (N=80) perceptions on factors affecting sustainability of community development projects initiative process by type of projects

Factors affecting sustainability of community project	Type of projects			
	OFSP (n=20)	SP (n=20)	WATSAN (n=20)	CSP (n=20)
	Percent	Percent	Percent	Percent
• Local sustainability assessment conducted	60.0	100.0	90.0	55.0
• Stakeholders concurrence on launching a sustainable project obtained	50.0	100.0	90.0	65.0
• Local sustainability champion designated	35.0	95.0	65.0	30.0
• Project vision created	45.0	90.0	60.0	35.0
• Roadmap for reaching vision developed	40.0	80.0	30.0	30.0
• Sustainability indicators developed	30.0	85.0	85.0	70.0
• Sustainability incorporated into local policy	10.0	65.0	40.0	20.0
• Source of help identified	10.0	75.0	70.0	50.0
• Project carried out	15.0	100.0	100.0	80.0
• Project progress checked	10.0	60.0	75.0	55.0
Average	30.5	85.0	70.5	49.0

4.2.1 Local sustainability assessment conducted

Project designing with sustainability in mind is clearly an important factor. Data in Table 8 indicate that the majority (55.0 % and above) of the HHs respondents stated that local sustainability assessment of their projects was conducted. This suggests that baseline information on their proposed projects provided a basis for measuring process later, and could help to identify the key goals of sustainable campaign.

4.2.2 Stakeholders concurrence on launching a sustainable project obtained

Data given in Table 8 show that HHs respondent for SP and WATSAN projects scored high (100.0 % and 90.0 %, respectively) when it came to stakeholder concurrence on their respective projects. These findings suggest that using assessment from part 4.2.1 above, obtaining stakeholders concurrence in launching projects seem to build local support for formal sustainable project involving people in the community and other stakeholders including elected officials, government agencies and foundations. However, this implies that the community should take as much autonomy as they can accumulate, but that no community can be self-sufficient. Each community must interact with external bodies and often must rely on outside assistance to meet its needs.

4.2.3 Local sustainability champion designated

It was expected that to be successful, a community needs to appoint at least one individual to become a champion and conscience for sustainable development. Data in Table 8 show that SP and WATSAN projects had majority (95.0 % and 65.0 %, respectively) of HHs respondents stating that local sustainability champion was designated to guide their projects. The variation in scores among study projects suggest the extent to which local person was sanctioned by the local elected leaders and the community to ascertain sustainability of their projects.

4.2.4 Project vision created

It was assumed that a specific and idealistic, but achievable vision, is required if a project is to be sustainable. Data in Table 8 show that in both SP and WATSAN projects HHs respondents (90.0 % and 60.0 %, respectively) stated that their entire communities were engaged in “visioning exercise,” defining where their communities would like to be in a specified period from where they were. This implies that communities were required to compare existing situation with the desired and preferred future. Focusing on similarities and differences between the community vision and the actual situation helps to establish baselines.

4.2.5 Roadmap for reaching the vision developed

After establishing a community vision on specified project(s), it was expected that a roadmap for reaching the vision is developed. Data in Table 8 show that it is only in SP project where majority (80.0 %) of the HHs respondents stated that a roadmap for reaching the vision was developed. This suggests that most community members in the other study projects were not aware of determining what capacities are required to achieve their vision. This implies that there is a need, with help of all the stakeholders, for a community to identify what steps will need to be taken to achieve its vision, and assign who will have to do what.

4.2.6 Sustainability indicators developed

Based on common vision and roadmap, identification of “indicators” or yardsticks that the community will use to measure progress was assumed to be developed. Data in Table 8 show that 3 out of 4 community projects studied had the majority (70.0 % and above) of the HHs respondents who were aware of development of sustainability indicators for their projects. Indicators of sustainable community project point to areas where the links

between the economy, environment and society are weak. They give practical way to measure progress toward sustainable community projects. This implies that development of sustainability indicators allowed communities to see where the problem areas were and helped to show the way to fix the problems.

4.2.7 Sustainability incorporated into local policy

In order to have a sustainable project, it was expected that local policy barriers would be removed and policy incentives created. Data in Table 8 show that it was only 1 out of 4 study projects where the majority (65.0 %) of the HHs respondents was aware that project sustainability was incorporated into local policies. This suggests that most respondents in the other study projects were not aware that a thorough “audit” of local policies to determine what stand in the way of progress was done.

4.2.8 Sources of help identified

It was assumed that a community would identify an external agency to assist in implementing its sustainability roadmap. Data in Table 8 show that (50.0 % and above) of 3 out of 4 study projects were aware that such external agency was identified in their projects. External agency in a particular project is expected to become a facilitator, empowering communities through development of local capacity to a point at which community members graduate and become independent of the agency. Thus, suggesting that identification of sources of help was an important initiative for all the community projects.

4.2.9 Project carried out

In order for the project to be sustainable, it requires that more difficult goals and projects are taken as public support and confidence builds. Data in Table 8 show that (80.0 % and

above) of SP, WATSAN and CSPD project HHs respondents were satisfied with the way their projects were carried out. This implies that they started with “early success” activities to begin implementing their sustainability project, and the public was involved in them.

4.2.10 Project progress checked

Using sustainability indicators developed, it was assumed that communities would evaluate their community projects regularly and make adjustments as necessary. Data in Table 8 surprisingly show that only 10.0 % of the OFSP HHs respondents were aware that their project progress was checked regularly. This suggests that there is a need to develop proper project indicators which help the community to monitor and assess their projects on regular basis and make adjustments accordingly.

In general, on the basis of community members HHs respondents on factors affecting their community development projects initiative process as shown in Fig. 3, extension agents and other stakeholders’ opinions, this section can be concluded that the primary goal of sustainable local community projects in the study area was to meet their basic resources needed in ways that it could be continued in future. The most successful projects (SP and WATSAN) had two characteristics in common. First, the community projects were carried out to sustain community needs. Second, the sustainability indicators were developed to point to areas where the links between the economy, environment and society are weak. This implies that it is important for the community itself to become involved in their project. A sustainable community project needs to be developed by the people who make up the community.

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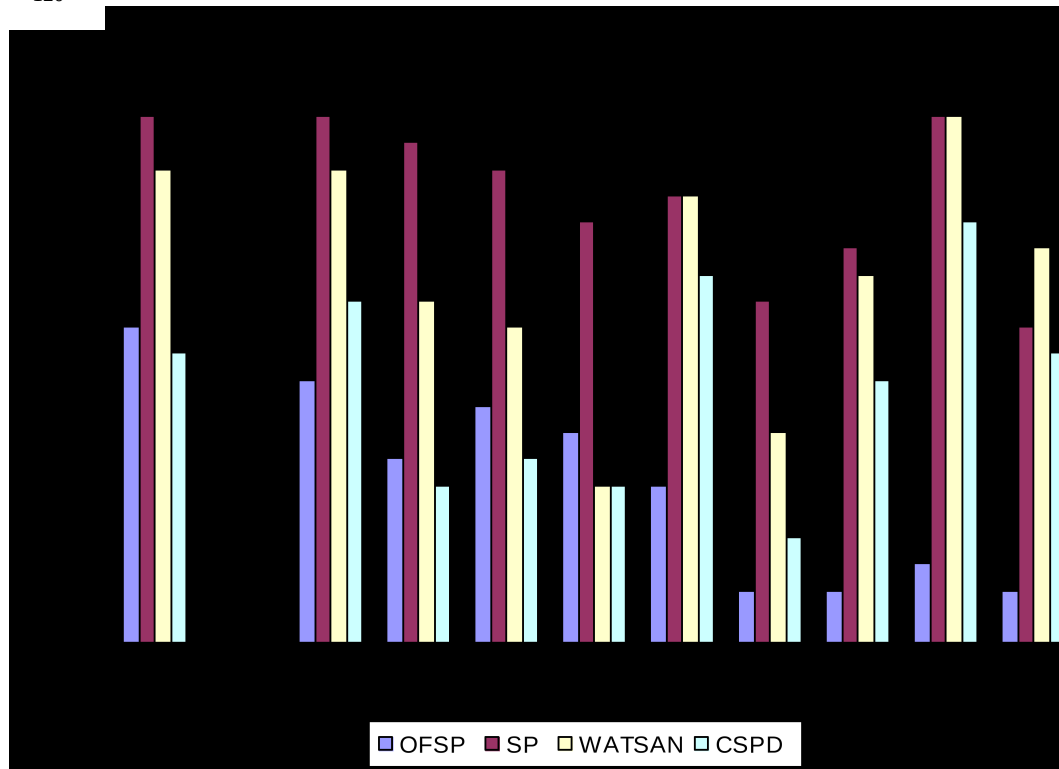


Figure 3: Community members HHs respondents' perceptions on factors affecting sustainability of community development projects

Key:

- 1 Local sustainability assessment conducted
- 2 Stakeholders concurrence on launching a sustainable project obtained
- 3 Local sustainability champion designated
- 4 Project vision created
- 5 Roadmap for reaching vision developed
- 6 Sustainability indicators developed
- 7 Sustainability incorporated into local policy
- 8 Source of help identified
- 9 Project carried out
- 10 Project progress checked

4.3 Extent of Stakeholders Participation in Different Stages of Selected Community

Development Projects

The study found that stakeholders participated in selected community projects under three main stages, as follows: First in the project design phase, the key stakeholders are at national, donor and community levels. Second, in the project implementation phase,

the key stakeholders are regional agency, the donor, the private sector, the project management staff and the community. Finally, in the post-project phase, during which the sustainability is measured, the key stakeholders are national agency, regional agency, the private sector and the community. Donors are removed from the picture on this project phase. Post-project assessments of sustainability take place after the project is completed to allow local institutions to become self-sufficient. It was noted in all study projects that the critical event of evaluating sustainability is the removal of donors from financial, operational and management support roles.

Community members' opinions on statements related to stakeholders' participation in different stages of project cycle are summarised in Table 9. Overall, data in Table 9 show that only WATSAN and CSPD projects indicated satisfactory levels (55.7 % and 50.7 %, respectively) of stakeholders participation in different stages of the projects studied. However, these findings imply that project benefits were continuing at a reduced but acceptable level and therefore the projects were deemed successful in achieving sustainability. More specifically, the findings in Table 9 are discussed in the following parts.

4.3.1 Commitment of national agency to project goals

Data in Table 9 indicate that (45.0 % and above) of the community member HHs respondents were aware of commitment of government agency to project goals, although the government role in specific projects was not established. However, it was generally noted from key informant respondents that the government of Tanzania has formulated a series of five year plans. Earlier plans have focused on agricultural self-sufficiency and more recently on alleviation of poverty and equitable distribution of benefits of growth.

This implies that the government continues to support much of the on-going project activities.

Table 9: Percentage distribution of community members HHs respondents' (N=80) opinions by extent of stakeholders participation in different stages of selected community development projects

Statement	Type of project			
	OFSP (n=20) Percent	SP (n=20) Percent	WATSAN (n=20) Percent	CSPD (n=20) Percent
• Commitment of national agency to project goals	45.0	45.0	70.0	70.0
• Availability of national policy statement which defines responsibilities of the government, community and private sector for providing supplies	25.0	35.0	50.0	45.0
• Community project committees' competence in managing project activities	30.0	45.0	70.0	60.0
• Women involvement in project committees	40.0	80.0	35.0	80.0
• Community involvement in all aspects of project cycle	25.0	30.0	50.0	45.0
• Participation of project committees in management and financial decisions	25.0	65.0	45.0	25.0
• Management of project within institutional structure	10.0	45.0	70.0	30
Average	28.6	49.3	55.7	50.7

4.3.2 Availability of national policy statement which defines responsibilities of the government, community and private sector for providing supplies

Data in Table 9 show that only a small percentage (25.0 % to 50.0 %) of community members HHs respondents from all the projects studied were aware that there was a national policy statement that clearly defines the respective responsibilities of the government, community and private sector arrangements for providing supplies.

However, it was clarified by key informant respondents that, other than broad objectives and general sectoral policies outlining the role of government agencies, there are no clear statements defining the division of responsibilities between the government and communities on such issues as financing, equipment and ownership of projects. The contribution of donors was perceived to be clear by extension agents, where it was noted that apart from being required to coordinate activities with the government, these organisations are given considerable freedom in addressing needs of rural communities.

4.3.3 Community project committees competence in managing project activities

Data in Table 9 show that the majority (70.0 % of WATSAN and 60.0 % of CSPD) community members HHs respondents stated that their projects had community management committees which were competent in managing project activities. On the other hand, only 30.0 % and 45.0 % of the respondents from OFSP and SP projects, respectively, said that they had such committees. Further investigations from extension agents and key informant respondents revealed, for example that, while WATSAN project that establishes water supply system requires community water committees, it appears often they were not functional without the necessary management training and without clear delineation of responsibilities. As a result, community water committees are not fully functional and do not have the technical skills to make informed decisions. It was further noted that committees with hand pumps managed their system through user groups rather than community committees, a style that had developed spontaneously. However, these user groups are not confident about taking responsibility for maintenance and repair and expressed concerns about availability and cost of spare parts. This suggests that available project committees are not fully capable of managing project activities. This implies that there is a need of empowering committees by giving them necessary training concerning their projects in order to accommodate and manage different project activities.

4.3.4 Women involvement in project committees

It was assumed that communities need to involve different types of beneficiaries to participate in development projects initiated for them to acquire sustainable development for the society. Data in Table 9 show that SP and CSPD projects had majority (80.0 %) of HHs respondents who affirmed that more women were serving on project committees and participating in activities than before the projects began in the study area. This might have been due to nature of the projects or large number of males are absent from the project villages. However, it was further noted from OFSP and WATSAN project HHs respondents that men always have power to dominate over the women and constrain their participation in their projects. This suggests that there is still gender discrimination as far as participation in community development projects is concerned in rural communities.

4.3.5 Community involvement in all aspects of project cycle

Data in Table 9 show that community involvement in all study projects was not impressive. It was only in WATSAN project that had up to 50.0 % of the community members HHs respondents stating that communities were involved in all aspects of their project cycle. This suggests that the participation process which is a major component of all donor assisted projects with an increased focus on community responsibility over the years was weak in the study projects. This implies that in order for a project to be sustainable, it should have been clearly designed to empower communities to make decisions throughout the project cycle, especially during post project phase, where communities are expected to make all decisions themselves, which distinguishes community empowerment from community development.

4.3.6 Participation of project committees in management and financial decisions

Data in Table 9 show that a low percentage (below 50.0 %) of project respondents from OFSP, CSPD, and WATSAN were aware of participation of project committees in management and financial decisions. It was noted that in these projects more often management was conducted in an authoritarian style by small groups or even individuals. It was only in a few cases where a larger group of members made decisions in what was felt as being in the best interests of community. Financial management in many cases involved raising funds where there are demands. This implies that participation of project committees in management and decision making in all the projects was not clear, which could affect project sustainability, especially at post project phase.

4.3.7 Management of projects within institutional structure

Data in Table 9 show that only WATSAN community members' respondents (70.0 %) as compared to 10.0 % (OFSP), 30.0 % (CSPD) and 45.0 % in (SP) projects were of the opinion that their projects were managed within existing institutional structures to facilitate continuation of their project activities in their post- project phase. Thus implying that most of the study projects were not managed within existing institutional structures which could enhance their project ability to function and incorporate institutional gains made during the projects within appropriate government agencies.

In general, it was found that approaches used to achieve community participation are numerous and diverse in their objectives, operational strategies and results. The extension agents and key informant respondents identified several strategies that could be grouped into four categories according to the extent of control which is assumed by the beneficiaries, as follows:

(i) Mobilisation strategy: The project is planned and designed without consulting the beneficiaries, who are then mobilised to endorse and support it. Since full control remains in the hands of external agents, there is no real participation here, although this very common approach is taken with mistaken belief that there is.

(ii) Community development strategy: Surveys or meetings are used to gain a better understanding of community options about a problem which has been identified by outside agencies as an obstacle to development. Beneficiaries are then invited to contribute parts of the design of the project and to share some responsibilities, but the external agents decide how much.

(iii) Organising strategy: Local groups, without the help of outside agent, organise themselves in cooperatives, unions and community-based NGOs in response to felt need. Beneficiaries then share control with representatives of these organisations.

(iv) Empowerment strategy: Community-based groups, perhaps assisted by an outside facilitator, initiate a learning empowerment process that enable them to define their own goals, assess options and assume responsibility for actions to achieve agreed objectives. This strategy places control in the hands of the beneficiaries who claim their rights and responsibilities.

These findings suggest that the question of stakeholders participation from sustainability perspective is where control should reside. The mobilisation strategy, leaving external agencies essentially in control, gives them responsibility for sustainability. The community development and organising strategies, by sharing some control through negotiations, gives beneficiaries a say in sustainability. The empowerment strategy by turning over full responsibility for the process to the beneficiaries, grants complete autonomy at the community level. This implies that a national policy that adopts the empowerment strategy and directs regional institutions to carry it out is a key ingredient to sustainability.

Thus, communities should be given as much autonomy as they can assimilate, but no community can be totally self-sufficient, which means that every community must interact with certain other governmental bodies and then must rely on outside assistance to meet its needs.

4.4 Community Members HHs Respondents' Opinions on Factors Related to Sustainability of Community Development Projects

Sustainability is a well linked term in development practices and discourses, and is understood in many ways according to situation in which it is applied. Brown (1987) noted that the earth's resources are limited and all human activity should emphasise sustainable use of it. The fundamental integrated dimensions of sustainability are taken to be social, economic and environmental needs. As an example, sustainability of fishing business is dependent on sustainability of clean water. In order to achieve an overall picture of community performance to sustainable development, community members respondents' opinions were sought on statements focusing to various factors related to social, economic and environmental indicators of their projects, as summarised in Table 10. Affirmative responses to these factors would lead to the conclusion that the benefits provided by the specific projects are sustained.

Data in Table 10 indicate the extent to which community members' respondents were aware of different factors related to sustainability of their projects, ranging from 32.0 % to 65.0 % for OFSP and SP projects, respectively. This suggests that the study projects did not have common characteristics for a successful sustainable project based on: creation of community future vision that balances social, economic and environmental needs; incorporation of vision views of wide cross-section of the community; and figuring out of the community on how to keep track of the progress in reaching that vision.

This implies that it is important for the community itself to become involved in the project.

The findings given in Table 10 are further discussed under the following parts.

Table 10: Percentage distribution of community members HHs respondents' (N=80) opinions on factors related to sustainability of community development projects by type of projects

Statement	Type of Projects			
	OFSP (n=20)	SP (n=20)	WATSAN (n=20)	CSPD (n=20)
	Percent	Percent	Percent	Percent
• Users satisfied with services provided and content to see no changes	35.0	70.0	80.0	75.0
• Trained professionals available to maintain and repair the facilities	35.0	65.0	40.0	40.0
• Supplies available and system of their distribution	20.0	70.0	80.0	80.0
• Evidence of positive behaviours related to hygiene	55.0	70.0	80.0	75.0
• Communities receive information through the media or extension agent	65.0	85.0	80.0	80.0
• Communities have adequate communication channels with government agencies and private sector to express community needs	10.0	25.0	15.0	10.0
• Project roles clearly defined and understood by all responsible parties	25.0	55.0	45.0	30.0
• The responsible parties have resources to cover recurrent project costs	10.0	45.0	65.0	40.0
• The ownership of project facilities clearly defined	55.0	95.0	70.0	35.0
• Evidence of flexibility in adapting to problems related to sustainability during course of implementation	10.0	70.0	40.0	70.0
Average	32. 0	65. 0	59. 5	53. 5

4.4.1 Users satisfied with services provided and content to see no changes

Data in Table 10 show that (70.5 % and above) of SP, WATSAN, and CSPD projects community member HHs respondents expressed satisfaction with their projects in their villages. This might be a reflection of self- help approaches that requires community empowerment in such projects during project implementation phase. On the other hand, the low percentage (35.0 %) of community member HHs respondents who were satisfied with

regard to OFSP project might mean that farmers are still conservative on the use of quality improved declared seeds. It could also be an indication that the project implementation phase could not make major breakthroughs. As noted by Gupter (2000) the farmers are not necessarily more conservative but they are certainly more cautious. They know what they will get when they follow traditional practices, the moment they change to new practice, they are moving from a state of security to a state of insecurity.

4.4.2 Trained professionals available to maintain and repair the facilities

According to data in Table 10, it was only SP project which had the majority (65.0 %) of the community member respondents stating that trained professionals were available. This is not surprising since one of the SP project activities was processing sunflower to produce oil and other by-products, which requires trained technicians to maintain and repair processing equipments. It was noted from extension agents and key informant respondents that village technicians are recognised by their special skills and technicians from WATSAN project had been able to assist community members of other nearby villages with their water supply needs. However, there was a concern that most villagers are not sufficiently trained to perform minor maintenance and repairs themselves. Thus, suggesting that partnership working and accessible training provide local people with increased opportunities to sustain their projects. This implies that the training of key staff at all levels is essential because management skills are often in short supply. Training should utilise adult education techniques and material should be presented in logical progression, rather than single episodes, to facilitate retention. An in-house training capacity within pertinent institutions should be considered as one of the project objectives.

4.4.3 Availability of supplies and system of their distribution

The findings shown in Table 10 indicate that OFSP project had only 20.0 % of the community member respondents stating that supplies were available compared to 70.0 % and above from the other study projects. It was further noted from extension agents and key informants respondents that supplies and system of their distribution should either be the responsibility of the government or private sector, but must be located conveniently to the users. However, in many areas, the private sector is more efficient than government agencies and the services it offers should be used. This implies that in some cases, it is necessary to set aside certain project activities for private entrepreneurs to encourage their participation.

4.4.4 Evidence of positive behaviours related to hygiene

Data in Table 10 show that the majority (55.0 % and above) of community member respondents from the study projects stated that there was evidence of positive behaviours related to hygiene. It was realised that without preference to pre-project conditions, it is difficult to say that behaviour changes are attributable to project activities. However, the general indifference to proper drainage around water points, the lack of covers on storage tanks observed by the study author, for example, suggested that WATSAN project focused healthy education had not been very effective. Some benefits, such as added convenience of having pipe water system in the house, will be readily apparent and valued. Others, such as reduction in water related diseases, will always not be obvious to people with limited education. Hygiene education is therefore essential for several reasons to: motivate people to adopt habits which avoid unhealthy practices; ensure that facilities are used in the most efficient manner; and demand for water and sanitation services.

4.4.5 Communities receive education through media and extension agents

The findings in Table 10 reveal that the majority (65.0 % and above) of all the community member respondents from the study projects affirmed that communities receive education through media and extension agents. This suggests that the extension agents who are responsible for this communication link have therefore been effective. This implies that both beneficiaries and those executing the project must be in constant communication about new developments and the changes they necessitate in project activities. The extension agent is an integral part of the communication process because he or she both gives and receives messages. Mass communications through radio also play a role in project support. Measures should therefore be designed to address wider audience so that all stakeholders are reached. Special attention should be paid to women, youth, and the poor and ethnic and religious minorities.

4.4.6 Communities have adequate communication channels with government agencies and private sector to express community needs

Data in Table 10 show community HHs respondents' positive responses related to having adequate communication with government and private sector ranging from 10.0 % to 25.0 % in all the project villages. This suggests that the communities do not appear to communicate adequately with government and private sector agencies to express their needs. This implies that communities are generally self-reliant and fall outside government and private sector communication channels. However, it was noted from key informant respondents that the private sector provides supplies and experts in most cases. Communities do have and have used formal government administrative channels through appointed or elected leaders from village to district levels to express grievances, solicit technical assistance or provide authority and legitimacy to local system management.

4.4.7 Project roles clearly defined and understood by all responsible parties

The findings in Table 10 show that it was only in SP project where the majority (55.0 %) of the community members HHs, respondents agreed that project roles were understood. Further discussion with community members HHs, extension agents and key informant respondents revealed that project activities were detailed in project design documents, but the roles were not clearly defined. However, it was noted that the communities understand their roles, but it was not clear what roles the government have and the private sector. This indicates that the study projects tended to focus on community acceptance of their roles with less training in operational management and financing. Thus implying that there is a need for community projects to emphasise on financial and operational management, and provide specific training in such areas as how to elect committee members, and how to record fee payment.

4.4.8 The responsible parties have resources to cover recurrent project costs

According to the finding in Table 10, it was only in WATSAN project where the majority (65.0 %) of the community members HHs respondents stated that there were resources to cover recurrent costs. However, it was noted from WATSAN project community member HHs respondents that fees were not collected regularly, confirming a general complaint that the fee collection was a major problem except when a special need arises. Further discussion with extension agents and key informant respondents revealed that financial viability depend on beneficiaries' willingness to pay. This is conditioned by whether they have the means, whether they belief the service will benefit them personally, and whether they perceive that the costs are reasonable and equitably distributed. Willingness to pay is complex and involves a strong psychological element which is sometimes difficult to judge. Asking beneficiaries to pay before services are began is recommended approach. It is necessary to establish the financial system early in the project to allow fine tuning. Full

life cycle accounting is required to determine cost overtime and thus establish a cost revenue stream that will avoid unanticipated deficits. Bookkeeping that is open to public scrutiny will develop community trust that funds are being collected and distributed equitably. This implies that there is a need to review community resources whenever possible, existing community structures should be strengthened. Rural communities are likely to be deficient in skills, and it is important to identify what these are.

4.4.9 The ownership of project facilities clearly defined

According to data in Table 10, a range (35.0 % to 95.0 %) of community member HHs respondents from all study projects felt that ownership of their project facilities was clearly defined. However, despite the fact that legal ownership of project facilities was least clear when local government have also made contributions, communities felt complete sense of ownership and legal ownership did not seem to be an issue. Thus implying that community ownership made the projects sustainable, since sustainability is a willingness of people to look after what they have worked for.

4.4.10 Evidence of flexibility in adapting to problems related to sustainability during course of project implementation

Data in Table 10 show that 10.0 % OFSP and 40.0 % SP project community member respondents compared to 70.0 % in both WATSAN and CSPD projects were on the opinion that there was evidence in adapting problems related to sustainability. This implies that during the course of project implementation it is essential to have flexible work plans which are key ingredient to success of a project. Planning workshops are essential to bring key stakeholders together at regular intervals to review progress and revise targets when necessary. Anticipatory solutions should be stressed other than end of pipe-line reactive approaches to problem solutions.

In general, on the basis of community members HHs, extension agents and key informant respondents, this section can be concluded that sustainability requires continued analysis of flexibility to adopt new approaches. It would be unreasonable to expect sustainability without long-term commitment on the part of all participants: on the part of donors to technical and managerial training and health and hygiene education; of the government for fostering community development; and of local communities to assuring responsibilities for management and financial viability of their projects. The theme that should be stressed is the need for philosophy of development assistance along shift in the local government from early focus on narrowly defined service delivery outputs to concern with sustainability. This requires long term commitment to building indigenous institutions which identify sustainability as the critical determinant of project success. This implies characterising and harnessing the power of local leadership and community investment by building on existing assets is an essential component of any plan to enhance prosperity and build a sustainable social, economic and environmental future.

4.5 Summary of the Discussion

The overall objective of this study was to assess factors affecting sustainability of community development projects in Morogoro district, Morogoro region. The study found different factors affecting sustainability of community development projects in the study area, namely: local sustainability assessment conducted; stakeholder concurrence on launching sustainable project obtained; local sustainability champion designated; project vision created; roadmap for reaching the vision developed; sustainability indicators developed; sustainability incorporated into local policy; sources of help identified; project carried out; and project progress checked. The extent of stakeholders participation in different stages of selected community development projects was found to be based on:

commitment of national agency to project goals; availability of national policy statement which defines responsibilities of the government, community and private sector providing supplies; project committees competence in managing project activities; women involvement in project committees; community involvement in all aspects of project cycle; participation of project committees in management and financial decision; and management of projects within institutional structure.

In addition, factors related to sustainability of community development projects included: users satisfied with service provided and content to see no changes; trained professionals available to maintain and repair the facilities; availability of supplies and system of their distribution; evidence of positive behaviours related to hygiene; communities receive education through media and extension agents; communities have adequate communication channels with government agencies and private sector to express community needs; project roles clearly defined and understood by all responsible parties; responsible parties have resources to cover recurrent project costs; the ownership of project facilities clearly defined; and evidence of flexibility in adapting to problems related to sustainability during course of project implementation. The following Chapter gives conclusions and recommendations based on major results of the study.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

Based on the study results, a number of lessons regarding factors affecting sustainability of community development projects in Morogoro district were drawn. These lessons are important because of their policy implications for the improvement of sustainability of community efforts in the study area. In this Chapter, as conclusions of the study are presented, their related recommendations are also discussed. This integrated approach is based on the relationships between conclusions and recommendations, as follows: (i) factors affecting sustainability community development projects; (ii) the extent of stakeholders participation in different stages of selected community development projects; (iii) factors related to sustainability of community development projects; and (iv) suggestions for further research.

1. Factors affecting sustainability of community development projects initiative process

The study found different types of factors affecting sustainability of community development projects initiative process, namely: local sustainability assessment conducted; stakeholder concurrence on launching a sustainable project obtained; local sustainability champion designated; project vision created; roadmap for reaching the vision developed; sustainability indicators developed; sustainability incorporated into local policy; sources of help identified; project carried out; and project progress checked. It was concluded that the primary goal of sustainable local community projects in the study area was to meet their basic resources needed in ways that it could be continued in future. The most successful projects (SP and WATSAN) had two characteristics in common: (i) the community projects were carried out to sustain community needs; and (ii) the sustainability indicators were

developed to point to areas where the links between the economy, environment and society are weak. It was recommended that a sustainable community project needs to be developed by the people who make up the community.

2. The extent of stakeholders participation in different stages of selected community development projects

The extent of stakeholders participation in different stages of selected community development projects was found to be based on: commitment of national agency to project goals; availability of national policy statement which defines responsibilities of the government, community and private sector providing supplies; project committees competence in managing project activities; women involvement in project committees; community involvement in all aspects of project cycle; participation of project committees in management and financial decision; and management of projects within institutional structure. It was concluded that the question of stakeholder participation is where control should reside, that is, whether mobilisation, community development, organising or empowerment strategies are employed. It was recommended that a national policy that adopts the empowerment strategy and directs regional institutions to carry it out is a key ingredient to sustainability. Thus, communities should be given much autonomy as they can assimilate, but no community can be totally self-sufficient, which means that every community must interact with certain other governmental bodies and then must rely on outside assistance to meet its needs.

3. Factors related to sustainability of community development projects

The study revealed factors related to sustainability of community development projects as follows: users satisfied with services provided and content to see no changes; trained professionals available to maintain and repair the facilities; availability of supplies and

system of their distribution; evidence of positive behaviours related to hygiene; communities receive education through media and extension agents; communities have adequate communication channels with government agencies and private sector to express community needs; project roles clearly defined and understood by all responsible parties; responsible parties have resources to cover recurrent project costs; the ownership of project facilities clearly defined; and evidence of flexibility in adapting to problems related to sustainability during course of project implementation. It was concluded that sustainability requires continued analysis of flexibility to adopt new approaches which requires long-term commitment on the part of all participant: donors to technical and managerial training, health and hygiene education; the government for fostering community development; and local communities to assuring responsibilities for management and financial viability of their development projects. It was recommended that characterising and harnessing the power of local leadership and community investment by building on existing assets is an essential component of any plan to enhance prosperity and build a sustainable social, economic and environmental future.

4. Suggestions for further research

This study has assessed the factors affecting sustainability of community development projects in Morogoro district, Morogoro region. The specific objectives of the study were to: identify factors affecting sustainability of community development projects initiative process; assess the extent of stakeholders participation in different stages of selected community development projects; and determine factors related to sustainability of community development projects. These objectives have been achieved. However, this study has not exhausted all aspects related to factors affecting sustainability of community development projects in Tanzania. This is due to the fact that factors affecting sustainability of community development projects may differ and vary geographically. It is

clear that a lot more needs to be done. Two suggestions are therefore made concerning the specific areas that should be studied.

1. To undertake a case study on interaction among community members, community leaders, donors, NGOs, government and the private sector in the study area. The purpose of this case study would be to elicit more reliable clues that could contribute to evidence-based policy for sustainability of community development projects.
2. To undertake case studies on factors affecting sustainability of community development projects in other parts of the country in order to enable generalisation of the observations. The major purpose of the case studies would be to develop and enhance understanding of sustainability of community project experiences, potentials and opportunities.

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APPENDICES

Appendix 1: Operational definition of key variables

Variables	Operational definition
• Age	Number of years of study respondents
• Sex	Being male or female
• Marital status	Current state of the marriage of the respondents
• Level of education	Highest level of education attained
• On-farm activities	Land ownership, crop and livestock production
• Off-farm activities	Activities besides farming in which people are engaged in order to supplement their income generation
• Community projects	General activities initiated by particular community members and implemented for purposes of improving their livelihoods
• Community participation	The way different community groups are engaged in decision making through project design, implementation, monitoring and evaluation
• Sustainability	Ability of community project to maintain its operations, services, and benefits by the community members themselves after donors support has ended
• Donors' policy	Principle of action adopted by donors for support of community projects
• Poverty alleviation	Improve community members livelihood through implementation of community development projects
• Institutional arrangement	Management of community projects within existing institutional structures

Appendix 2: Community members questionnaire

- Confidential
- Questionnaire: Personal interviews
- Respondent: Community members Household Heads
- Study topic: Factors affecting sustainability of selected community development project in Morogoro district
- Region.....District.....Division.....Ward.....Village.....
- Name of selected community project.....
- Respondent No.....Date.....

Criteria of selecting projects

- If the project continue two years after donors support.
- Evidence of achievement of all project objectives.
- Implemented by local institutions at local authority level.
- Benefit at least 50 percent of the population.
- At least 75 percent of project facilities are available and operational.

1.0 Community members household heads characteristics

1.1 Personal characteristics

1.1.1 Age..... (years)

1.1.2 Sex..... (Male/Female)

1.1.3 Religion: Christian.....Muslim.....Others (Specify).....

1.1.4 Marital status: Single/Married/Widowed/Divorced

1.1.5 Education (Tick) Final level obtained

Education	(Tick) Final level obtained
None	
Adult Literacy	
Std IV	
Std V-VII/VIII	
Post primary	
Others (Specify)	

1.1.6 Were you born in this village? YES/NO

1.1.7 If NO in Q 1.1.6 above, how long have you lived in this village..... (years)

1.2.0 Situational characteristics

1.2.1 Does your household own any farm land?..... **YES/NO**. If **YES**, how many acres.....and how much is used for farming activities..... (Acres)

1.2.2 Do you have livestock? **YES/NO**.....If **YES**, what type of livestock do you own?

Type of Livestock	Number
Cattle	
Goats	
Sheep	
Chicken	
Others (Specify)....	

1.2.3 Do you engage in any off-farm activities?..... **YES/NO**. If **YES**, indicate the type of off-farm activities you are engaged in.

Type of off-farm activities	Yes	No
Local brew		
Employment		
Business		
Others (Specify).....		

1.2.4 Are you involved in (**Name of identified project**) community project which has been implemented in this village since.....(years). If **YES**, for how many years has the project been implemented by the community without donor support?.....(years).

1.2.5 Does the community project mentioned in Q 1.2.5 above cover at least 50 percent of the village population?.....**YES/NO**. And does it have at least 75 percent of the facilities in operational order?.....**YES/NO**

2.0 To identify factors affecting sustainability of community development projects

Statement	Yes	No
• Local sustainability assessment conducted		
• Stakeholders concurrence obtained		
• Local sustainability champion designated		
• A vision created		
• Roadmap for reaching the vision developed		
• Sustainability indicators developed		
• Sustainability incorporated into local policy		
• Sources of help identified		

• The project carried out		
• Progress checked		

3.0 The extent of stakeholders participation in different stages of selected community development projects

Statement	Yes	No
• Do national agency actions manifest a long term commitment to project goals		
• Is there a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector; arrangement for providing supplies		
• Are community project committees or key individuals confident of managing the project facilities and related activities		
• Are more women serving on project committees and participating in activities than before the project began		
• Were communities given a voice and vote in all aspects of the project cycle		
• Do project committees participate in project management and financial decisions		
• Was the project managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed to creating a special project organization?		

4.0 To determine factors related to sustainability of community development projects

Statement	Yes	No
• Are users satisfied with service provided and content to see no changes		
• Are trained professionals available to maintain and repair the facilities		
• Are supplies available and system of their distribution?		
• Is there evidence of positive behaviours related to hygiene?		
• Do the communities receive information about the project through the media or extension agent		
• Do communities have adequate communication channels with government agencies and private sector to express community needs		
• Are project rules clearly defined and understood by all responsible parties		
• Do the responsible parties have resources to cover recurrent project costs		
• Is the ownership of project facilities clearly defined		
• Was there evidence of flexibility in adapting to problems related to sustainability during the course of implementation?		

Appendix 3: Extension agents questionnaire

- Confidential
- Questionnaire: Personal interviews
- Respondent: Extension agents
- Study topic: Factors affecting sustainability of selected community development project in Morogoro district
- Region.....District.....Division.....Ward.....village.....
- Name of community project.....
- Respondent Number.....Date.....

Criteria of selecting projects

- If the project continue two years after donors support.
- Evidence of achievement of all project objectives.
- Implemented by local institutions at local authority level.
- Benefit at least 50 percent of the population.
- At least 75 percent of project facilities is available and operational.

1.0 Extension agent personal characteristics

1.1 Age..... (years)

1.2 Sex..... (Male/Female)

1.3 Marital status..... (Single/Married)

1.4 Level of formal education (V) Tick final level and year

Formal Education	Tick(V)	Year
Std VII/VIII		
Form IV		
Form VI		
Others (Specify)		

1.5 Professional training: Complete as follows

Level of Training	Final qualification	Specialization	Year of graduation
Certificate			
Diploma			
Degree			
Others (Specify)			

1.6 Length of tenure in Extension service.....(years)

1.7 Length of service in the present village..... (years)

2.0 To identify factors affecting sustainability of community development projects

Statement	Yes	No
• Local sustainability assessment conducted		
• Stakeholders concurrence obtained		
• Local sustainability champion designated		
• A vision created		
• Roadmap for reaching the vision developed		
• Sustainability indicators developed		
• Sustainability incorporate into local policy		
• Sources of help identified		
• The project carried out		
• Progress checked		

3.0 The extent of stakeholders participation in different stages of selected community development projects

Statement	Yes	No
• Do national agency actions manifest a long term commitment to project goals		
• Is there a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector; arrangement for providing supplies		
• Are community project committees or key individuals confident of managing the project facilities and related activities		
• Are more women serving on project committees and participating in activities than before the project began		
• Were communities given a voice and vote in all aspects of the project cycle		
• Do project committees participate in project management and financial decisions		
• Was the project managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed to creating a special project organization?		

4.0 To determine factors related to sustainability of community development projects

Statement	Yes	No
• Are users satisfied with service provided and content to see no changes		
• Are trained professionals available to maintain and repair the facilities		
• Are supplies available and system of their distribution?		
• Is there evidence of positive behaviours related to hygiene?		
• Do the communities receive information about the project through the media or extension agent		
• Do communities have adequate communication channels with government agencies and private sector to express community needs		
• Are project rules clearly defined and understood by all responsible parties		
• Do the responsible parties have resources to cover recurrent project costs		

• Is the ownership of project facilities clearly defined		
• Was there evidence of flexibility in adapting to problems related to sustainability during the course of implementation?		

Appendix 4: Key informants checklist

- Confidential
- Checklist : Directed discussion
- Respondent: Key informants
- Study topic : Factors affecting sustainability of selected community development project in Morogoro district
- HQs.....Region.....District.....Division.....
Ward.....village.....
- Name of community project.....

Respondent Number.....Date.....

1.0 To identify factors affecting sustainability of community development projects

Statement	Yes	No
• Local sustainability assessment conducted		
• Stakeholders concurrence obtained		
• Local sustainability champion designated		
• A vision created		
• Roadmap for reaching the vision developed		
• Sustainability indicators developed		
• Sustainability incorporate into local policy		
• Sources of help identified		
• The project carried out		
• Progress checked		

2.0 The extent of stakeholders participation in different stages of selected community development projects

Statement	Yes	No
• Do national agency actions manifest a long term commitment to project goals		
• Is there a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector; arrangement for providing supplies		
• Are community project committees or key individuals confident of managing the project facilities and related activities		
• Are more women serving on project committees and participating in activities than before the project began		

• Were communities given a voice and vote in all aspects of the project cycle		
• Do project committees participate in project management and financial decisions		
• Was the project managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed to creating a special project organization?		

3.0 To determine factors related to sustainability of community development projects

Statement	Yes	No
• Are users satisfied with service provided and content to see no changes		
• Are trained professionals available to maintain and repair the facilities		
• Are supplies available and system of their distribution?		
• Is there evidence of positive behaviours related to hygiene?		
• Do the communities receive information about the project through the media or extension agent		
• Do communities have adequate communication channels with government agencies and private sector to express community needs		
• Are project rules clearly defined and understood by all responsible parties		
• Do the responsible parties have resources to cover recurrent project costs		
• Is the ownership of project facilities clearly defined		
• Was there evidence of flexibility in adapting to problems related to sustainability during the course of implementation?		