

**EFFECTS OF COMMUNITY CAPACITY BUILDING ON THE  
PERFORMANCE OF FOOD SECURITY PROJECTS IN WALUNGU  
TERRITORY, SOUTH KIVU PROVINCE – DRC**

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## **DECLARATION**

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

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**EXAMINERS' SIGNATURES**

We have examined this document and the research has met or exceeded the requirement for the degree sought, in addition, the candidate has sufficiently defended the material presented to merit the awarding of the degree of (the name of the degree being awarded)

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Internal/External examiner signature                      Date (dd/mm/yyyy)

Notes: (Pass, Pass with Distinction)

## **DEDICATION**

I dedicate this work to the God almighty for granting me grace in this important academic milestone and my family who believed in education and kept on encouraging me to work hard and pursue higher education.

## **ACKNOWLEDGEMENT**

I am grateful to Dr Isaiah Imita who guided me all through the process. I acknowledge his patience, support and thank him most sincerely for his tireless efforts.

I would like to thank my parents for their supports and beautiful ideas throughout this process. I further wish to thank my brothers and sisters for their invaluable advice and companion on how to tackle the life challenges, they have always been a source of inspiration from whom I get my wisdom.

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## ABSTRACT

Despite significant food security projects initiatives in South Kivu, a province in DRC, food insecurity and extremely rural poverty has continued to pose major socio-economic problems to many households in the province. According to the report WFPFP (2017), over 80% of the population in the province relies on relief food distributed by non-governmental organizations. The study sought to establish the factors influencing food security project success in the South Kivu province of the DRC with a focus on effects of community capacity building on the performance of food security projects. The study was conducted in Walungu territory in the South Kivu province of the DRC. The study was bound by the following objectives: firstly, to determine the extent to which institutional capacity influences the success of food security projects in South Kivu Province; secondly, to assess the extent to which management practices influence the success of food security projects in South Kivu Province, thirdly, to investigate the extent to which proper communication and sharing of information influence the success of food security projects in South Kivu Province and finally to determine to what extent community participation influence the success of food security projects in South Kivu Province. The study adopted a descriptive research approach to collect primary data, while the target population of this study was 10,000 community representatives involved directly in the management of the WFP-FAO Joint Resilience food security Project in South Kivu. A cluster and purposive sampling designs were used to sample the study population while a formula brought up by Taro Yamane in the year 1960 which assumes a confidence level of 95% was used to derive the sample size of 385 respondents in Walungu territory. The study involved the use of a questionnaire method to collect data, and a pilot study was conducted to pre-test the validity and reliability of instruments for data collection. With the help of the Statistical Package for Social Sciences (SPSS), regression analysis was done, and the results tested. The findings indicated that there was a significant positive linear relationship between, Community capacity building, Proper Communication, Management practices, Community Participation and Food Security Projects success. The results recommended that the government should enact laws that require government in collaboration with donors to train the community especially the youths as technical officers who should be deployed in the food security projects to help in the management of community food security projects in DRC. Further the government to address the issue of both secondary and tertiary institutions of learning for the community to further their studies in order to increase their education level and skills depend on the technical experts from the donors.

## DEFINITION OF TERMS

**Donor Funded Projects:** These are projects that rely on an external financial supply, provided by its sponsor in order to pay for consumable materials, workforce, equipment, overhead costs, and other items to be acquired for a successful project accomplishment (Ali Hassan, 2017).

**Environmental shocks:** Refers to volcanic eruptions, earthquakes, and other natural disasters and/or events caused by the abuse of natural resources (floods, landslides, deforestation and land degradation). Climate risks and other natural shocks cause heavy losses to people living in the region, especially farmers (WFP, 2018).

**Geopolitical chocks:** Refers to recurring conflicts involving myriad non-state armed groups have exacerbated tensions between farmers and herders over access to natural resources and destroyed economic and community infrastructure such as roads and markets. This, in turn, has caused population movements and food insecurity (WFP, 2018).

**Input subsidy:** A benefit gave by the government to groups or individuals usually given to remove some type of burden, such as the cost of production. In this study, the term will refer to certified seeds, planting materials, and commercial fertilizers that are given freely to farmers to boost their productivity (Mujungu, 2017).

**Implementation of a Project:** This is a process whereby project inputs are successfully and timely converted to project outputs. It means putting in action the activities of the project or putting into practice what was proposed in the project document for instance transforming the project proposal into the actual project (Ali Hassan, 2017).

**ABBREVIATIONS/ACRONYMS**

**DRC:** Democratic Republic of Congo

**IFPRI:** International Food Policy Research Institute

**IPC:** Integrated Food Security Classification

**WFP:** World Food Programme

**UN:** United Nations

**WHO:** World Health Organization

**USAID:** United States Agency for International Development

**IFPR:** International Food Policy Research Institute

**MDG:** Millennium Development Goal

**MINAGRI:** Ministry of Agriculture

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

The chapter comprises of background of the study, problem statement, objectives, research questions, significance of the study, scope, study delimitations, limitations of the study, theoretical framework of the theories supporting the study and finally the conceptual framework.

#### **1.2 Background of the Study**

Globally, donors play a critical role in social and economic roles to alleviate human suffering and reduce poverty in underdeveloped countries (Kisang, 2018). However, the number of undernourished people's till remains high especially in sub-Sahara Africa (Akotia, 2017). More than 900 million people in 2013 suffered from hunger according to FAO report (FAO, 2017). The present state of world food insecurity reflects a global problem considered to be threatening the Millennium Development Goal (MDG) goal to reduce by 50% hunger. Food security is achieved only when there is sufficient, food which is safe and nutritious that meets the dietary demands of an entire population resulting in an active and healthy life (FAO, 2019). According to the Food and Agricultural Organization (FAO, 2019), most of donor funded projects have scaled up its support to smallholder farmer organizations, contributing to making them more resilient, inclusive, efficient, and sustainable, strengthening their ability to have access to productive assets, technologies, services and markets.

Despite the voluminous collection of food in the world, food insecurity remains widespread and high, with close over 1.2 billion people worldwide especially those living in rural areas. Such statistics should inform various stakeholders, donors, policy makers, and

governments to formulate policies and initiate food projects especially to people living in Arid and Semi-Arid mostly found in the sub-Saharan Africa (Kisang, 2018). Despite many efforts to develop viable poverty and eradication projects in rural areas of Sub-Saharan Africa, durability is rather low, leading to the spending of enormous resources on projects that have restricted benefits to the target population.

Ellersiek (2018) elucidates by involving the government, the donors around the world have intensified efforts to find a durable solution to the problem of hunger and poverty, which has affected many parts of the world. As a result, in many countries the government and the donors have joined forces with several stakeholders to ensure that efforts towards this great objective are durable in order to ensure a lasting solution to the problem of poverty, hunger and to achieve MDGs. Similarly, the United Nations has laid prominence on the MDGs as a one-way ticket out of poverty and world problems across the world.

Markedly, the most critical obstacle in achieving food security is the extent to which the food projects can last; the beneficiaries obtain benefits and after donors leave. Sustainable food programs ensure that the beneficiaries are able to obtain dividends and the appreciation of their participation as well as the ownership role in the projects. Evidently, what makes the difference between what goes well (success) and what goes wrong (failure) of community participatory based projects is sustainability.

In Nepal, Asian Continent, the report by United States Agency for International Development, (USAID ,2017) asserted that organization capacity of community determined to a large extent the success of the project however this lagged especially in Sub Saharan Africa alone, where over 218 million people live in extreme poverty and hunger. USAID points out that of the 218 million people living in extreme poverty and hunger, three quarters

live in rural areas and include displaced persons, and those living in arid and semi-arid areas where lack adequate rainfall is a constant challenge (USAID, 2017). Countries like Malawi introduced innovation programs such as large-scale inputs subsidy and they have seen huge transformation from food beggar to a major exporter.

World Vision International (WVI, 2019) indicated that the success of food security project was pegged on sound institutional base, adequacy of funds and strong pragmatic approach however in Nigeria, projects started needed to be based on a solid community demand-driven analysis and on clear understanding of community-based needs and that the governments, key stakeholders should not presume what will benefit the community members better than the community members themselves. Ltumbesi, Kidombo & Gakuu (2018) observed that technical support and sustainability of donor funded largely relied on community however, despite many projects on food security being funded by different governments and other numerous development stakeholders the impact of the projects has remained low as revealed by assessment reports. This is evidenced by a study investigating the elements that affect the success of food security projects in Karai and Ndiya divisions of Kiambu County, Kenya, between 2005 and 2009, which concluded that food security projects in the areas were not sustainable. Tato (2017) posits that lack of involvement by the government to deploy technical expertise to train, monitor and conduct the community have contributed to lack of sustainability of food security projects however if poverty alleviation players understood the theory of a system and the role of cooperation in the optimization of all of its parts, they could promote change through a cooperative mode rather than adversarial competition.

### **1.2.1 Community Capacity Building**

Community capacity building (CCB) focuses on enabling all members of the community, including the poorest and the most disadvantaged, to develop skills and competencies so as to take greater control of their own lives and also contributes to inclusive local development. Not only can communities be more cohesive but they can also be more resilient and better placed to confront economic and social challenges. Meaningful and effective community capacity building can be stimulated and fostered by national and local governments, and by the capacity

Capacity building enhances the independence that enables the community to take over and run the project once the donors withdraw (Temali, 2016). The primary idea is to build confidence and trust to enable stakeholder ranging from individuals to government structures involved to work together to reduce conflicts and create an environment that contributes to project success. Capacity building requires understanding the existing capacity, identifying capacity required, and setting up measures to get the build the required capacity.

### **1.2.2 Communication**

The level of communication involvement clearly determines the level of success of a project. In Germany, Ellersiek (2018) conducted a study that focused on inclusivity in community project by use of effective communication technology as key components towards the sustainability of any community project and concluded that proper communication is critical in enhancing project success right from project initiation by considering and integrating all the stakeholder views and interest by encouraging active participation through proper communication which leads improved success rate of the project and long term sustainability. The theory of a system as well as the role of



organization is key in optimization resources of any organization as it advocates for effective communication among the stakeholders through proactive approach rather than adversarial competition. Good communication is an important component in project management, allowing projects to progress smoothly and on time. It ensures team members are aligned on project goals and understand exactly what's expected of them. It also helps build trust so everyone works better together from project start to finish.

### **1.2.3 Management Practices**

Globally, reports on the poor performance, higher failure rate and unsatisfactory performance of food security projects are common despite the massive investments by the various stakeholders raising concern on their sustainability attainment of the mission of the stakeholders. The primary concern of this study was to address how the project management practices affected these food security projects performances in Walungu territory.

Multifaceted management skills are required for attainment of long-term project success and sustainability because for effective project durability to be reached; institutions and personnel involved in project execution from the community level to the national or regional levels need to be empowered with appropriate management skills. Empowerment is the basic process by which the capacity of individuals involved in the management and implement of project decisions is built to enable them to make decision that will have a desirable outcome for the project. According to World Bank report (2018) an environment build on trust among the stakeholders must be defined as the Central to this process empowering management for any project success.

### **1.2.4 Community Participation**

Community participation in the project implementation is way of empowering the community with right skills to enable them to make effective decision. Njogu's (2017) study conducted in Kiambu County, Kenya with a purpose of determining how community participation influenced sustainability of rural borehole projects established that where community participated in electing leaders, sustainability was better than the opposite. The study concluded that active participation of community has a beneficial impact on the results of a project, and this connection gets established through an environment of trust which creates better aggregation of preferences, which is designed with local resources coupled with pressure by the community on bureaucracies to perform leading to durability through project ownership. According to USAID report (2019), if the community participates in a project when its designed, operated, and maintained the project will run much better than when it is designed, implemented by outsiders.

### **1.2.5 Project performance**

Project performance is the ability of the project to continuously yield intended benefits and impact positively on the livelihood of the beneficiaries after external assistance has been withdrawn is a yardstick of measuring the project success because many project collapses with withdrawal of donors. Project performance is determined by the ability of the management to create and implement indefinite strategies of growth and development which leads to project sustainability through continued flow of streams of benefits to the intended community. According to World Bank report (2017) successful projects expand a flow of benefits to the community for a long period after external help has been withdrawn.

### **1.3 Statement of the Problem**

The DRC is the second largest hunger crisis in the world after Yemen. According to the preliminary findings of the 17th Integrated Food Security Phase Classification (IPC), 15.9 million people in DRC are currently severely food insecure, a 21 percent increase from 2018 when 13.1 million people were severely food insecure. Twenty six percent of the population in South Kivu (1.5 million people) are currently severely food insecure and classified in IPC phases 3 (in Crisis Phase) and 4 (in Emergency Phase) according to WFP IPC report (2020).

Compared to 2018, the food security situation in South Kivu has significantly deteriorated with the increase of the number of people in IPC 4; from 112,000 people in 2018 to 392,000 people in 2019. The increase in the number of people in IPC 4 is linked to heightened inter-ethnic tensions and armed conflict in the different territories of the province and one of them is Walungu. Increased violence has led to displacements and the destruction of household livelihoods such as agricultural and trade activities, which are the main sources of income in rural areas according to the Global Report on Food Crises, FAO and WFP, (2019).

Current estimates are that nearly 690 million people are hungry, or 8.9 percent of the world population – up by 10 million people in one year and by nearly 60 million in five years. The number of people affected by severe food insecurity, which is another measure that approximates hunger, shows a similar upward trend. In 2019, close to 750 million – or nearly one in ten people in the world – were exposed to severe levels of food insecurity (UNICEF Report, 2020). In Walungu territory, several factors have led to food insecurity; in particular, they include environmental factors, socio-economic factors, natural

calamities, and recurring armed conflict. According to WFP and FAO report (2019), January to June 2019, WFP and FAO initiated the construction of five warehouse complexes and transformation units in Walungu in order to guarantee the quantity and quality of the food stored, reduce food price fluctuations and contribute to the reduction of post-harvest losses. However, the food security situation remains precarious, requiring the combined efforts of humanitarian agencies along with state actors and civil society at all levels.

According to WFP and FAO report (2020) the world is not on track to achieve Zero Hunger by 2030 and if recent trends continue, the number of people affected by hunger would surpass 840 million by 2030 through numerous sponsored project interventions have continued to be carried out to address chronic food insecurity. Despite these efforts, it is clear that food security has not been achieved. Therefore, this research sought to determine the factors influencing the success of agricultural, livelihood food security programs in Walungu territory in the south Kivu Province of the DRC.

#### **1.4 Purpose of the Study**

The purpose of the study was to assess the effects of community capacity building on the performance of food security projects in Walungu territory in the south Kivu Province of the DRC.

#### **1.5 Objectives of the Study**

The main objective of this study was to determine the effects of community capacity building on the performance of food security projects in Walungu territory in the South Kivu Province of the DRC.

The study was guided by following specific objectives:

i. To establish the effects of community capacity building on the performance of food security projects in Walungu territory in the South Kivu province of the DRC.

ii. To investigate the effects of proper communication and sharing of information on the performance of food security projects in Walungu territory in the South Kivu province of the DRC.

iii. To determine how Management practices influence the performance of food security projects in Walungu territory in the South Kivu province of the DRC.

iv. To find out how Community participation influence the performance food security projects in Walungu territory in the South Kivu province of the DRC.

### **1.6 Research Questions and Hypothesis**

The study seeks to answer the following research questions:

a) What are the effects of community capacity building regarding the performance of food security projects in Walungu territory in the South Kivu province of the DRC?

b) What are effects of communication and information management regarding the performance of food security projects in Walungu territory in the South Kivu province of the DRC?

c) What are the effects of management practices regarding the performance of food security projects in Walungu territory in the South Kivu province of the DRC?

d) What are the effects of community participation regarding the performance of food security programmes in Walungu territory in the South Kivu province of the DRC?

### **1.7 Significance of the Study**

The results from this study will help the government in reviewing current food security policies with an aim of making improvements in the design, accuracy and

implementation of the current food security policies. Further the study will guide donors and decision makers on the effective implementation of donor funded projects on food security. The donors will have handy information regarding for success of failure of funded projects. Further the community, government and donors can use the information to address challenges and plan sustainable strategy of implementing projects. This will also contribute for future researchers.

### **1.8 Scope of the study**

The study focused on the effects of community capacity building on the performance of food security projects. The study focused on community capacity building, communication and information management, management practices and community participation regarding the performance of current food security programmes in Walungu territory in the South Kivu province of the DRC .This study was delimited to current food security projects within the geopolitical boundaries of Walungu territory in the South Kivu province. The study targeted local farmers households involved directly in the management of the WFP-FAO Joint Resilience food security Project in South Kivu province.

### **1.9 Delimitations of the Study**

This study was delimited to current food security projects within the geopolitical boundaries of Walungu territory in the South Kivu province. The study was designed to explore the elements that affecting the success of food security projects in Walungu territory in the South Kivu Province of the DRC. The study examined the influence of four issues namely, institutional capacity, stakeholder participation, management practices, and proper communication effects on sustainability. However, there are many other elements which influence the durability of food projects. The study was carried out among the donor

funded project in the constituency however there are still food security projects funded mainly by provincial government which are beyond the scope of this study.

### **1.10 Limitations of the Study**

If the project and study objectives are not understood in depth, the outcome of the study will likely be affected. However, the researcher piloted the study before commencing full brown study to get more insight to the study and also explain to the respondents the importance of the study. Some respondents tried to give socially “correct” answers to please the researcher however use of local administrator assistance and introduction letter from the university made the whole exercise more official and remove suspicion. The area under study was vast and there was difficulty of distances to reach the respondents where they are, however, this was overcome by engaging local data collectors locally.

### **1.11 Assumptions of the Study**

The study assumed that respondents would fully cooperate in providing accurate and truthful information. The study also assumed that there were to be no interferences during the data collection by local authorities.

### **1.12 Theoretical Framework**

This study was anchored on three theories, namely: the Stewardship theory, Stakeholder theory and the Agency theory. The theories are further discussed in detail in the next section.

#### **1.12.1 Stewardship Theory**

The study adopts this theory because it's preoccupied with understanding and resolving issues that arises in the relationship between management and their respective

beneficiaries when the voices of beneficiaries are not considered in the project design according to James J. Chrisman (2019). Project management skills from beginning to end are therefore needed in providing the stewards with acquaintance and ability that will improve the durability of the projects. Applying this theory in this study assumes that both the government and donors are flexible as they are expected to work together to develop policies to guide the development and sustainability of the food security projects to be implemented for the benefit of the communities.

In addition, stewardship theory does not include assumptions regarding the ability of individuals to access and process information (bounded rationality) nor about pre-employment considerations, both of which are dealt with in agency theory and can influence the extent to which individuals will behave as project stewards. The discussions about the relationships among individuals in an organization found in the stewardship literature implicitly suggest that shared leadership, collective responsibility, and intrinsic rewards will allow pro-organizational individuals to both navigate and overcome bounded rationality and information asymmetry problems and to naturally align their interests to the project once they become part of it.

### **1.12.2 Stakeholder Theory**

Stakeholder theory has been variously describe as a perspective, a set of ideas, expressions and metaphors related to the overarching objective of maximizing stakeholder value. Researchers and practitioners of stakeholder theory emphasize “jointness” of interests upon which all corporate value creation depend. Consideration of stakeholder interests in managerial decision-making is described by Freeman (2017) to enable “better consequences for all stakeholders because it recognizes that stakeholder interests are joint.



If one stakeholder pursues its interests at the expense of others, then the others can with either withdraw their support, or look to create another network of stakeholder value creation”. The stakeholder theory was developed from four lines of organization management research: strategic organizational planning, systems theory, corporate social responsibility and organizational theory. Strand and Freeman (2015) explores the development of the stakeholder idea, specifically the Scandinavian contribution to early theory development.

The stakeholder theory is a prominent management approach that has primarily been adopted in the past few years. Despite the increase in the theory’s use, a limited number of studies have discussed ways to develop, execute and measure the results of using this strategic approach with stakeholders. Pedrini, M. and Ferri, L.M. (2019).

Stakeholders' theory was adopted in this study to help us come up with a model which can integrate the donors and stakeholders’ interest into a common decision-making process by laying the necessary governance structures to enhance the success and sustainability of donor-funded food security projects in South Kivu.

### **1.12.3 Agency Theory**

This theory was advanced by Jensen and Meckling (2017) to describe relationship between the principal and the agent. The theory has gained relevance in explaining the concept of corporate governance among management within the organizations. Agency theory is a set of proposition in governing a modern corporation which is typically characterized by large number of shareholders or owners who allow separate individuals to control and direct the use of their collective capital for future gains. These individuals may not always own shares but may possess relevant professional skills

in managing the corporation. The theory offers many useful ways to examine the relationship between owners and managers and verify how the final objective of maximizing the returns to the owners is achieved. This paper reviews the extensive literature of agency theory along with some of its limitations and it also focuses that a firm can improve its performance if agency cost may be reduced Shubhi Agarwal (2020).

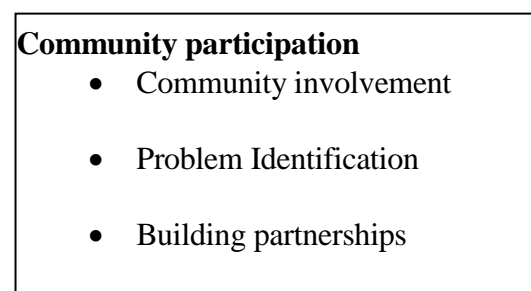
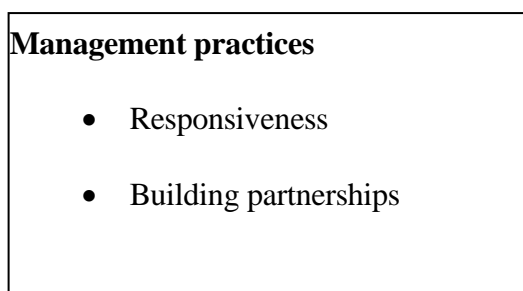
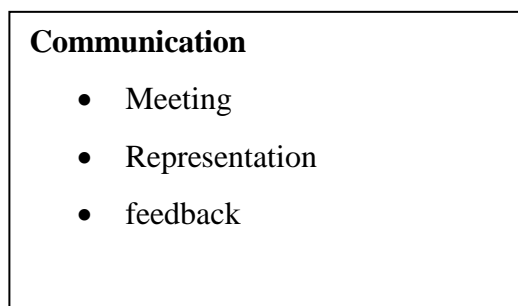
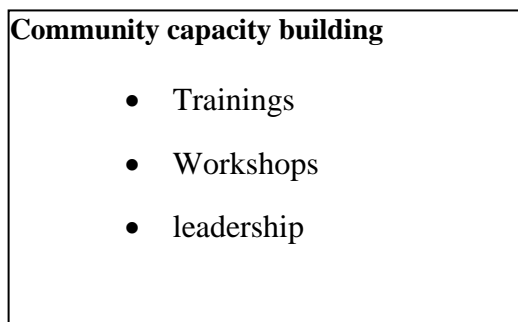
In this study the project managers become the agent while the community who are the beneficiaries of this security food project becomes the principals. There however arise conflicts of interest between these parties (principal and agent) where agents may be keen to pursuing self-interested goals and objectives at the expense of maximization the community benefits and sustainability of this projects.

This theory was adopted by this study because it aims at resolving two problems that can occur in agency relationships. These problems arise due to conflict of interests between the management and the community (agent), which arise due to separation of ownership and control. Therefore, community participation should be emphasized through communication and capacity building to integrate them in the day-to-day activities of this projects.

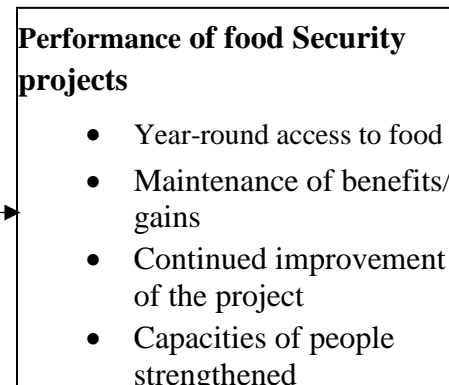
### **1.13 Conceptual Framework**

The framework helps to clarify the research questions thereby giving the direction of the study by pointing out the dependent variables and independent variable.

### Independent Variables



### Dependent Variable



According to Ltumbesi, Kidombo & Gakuu (2018), technical support and community participation can influence sustainability of community projects. Capacity building increases the ability of community to solve problems and enhances them to understand and handle projects needs in a wider context and in a sustainable way.

In Kenya Ngugi and Wanyonyi (2018) noted that nature of technology to be used in communication determines by the amount of information the beneficiary group have and observed that proper communication and information sharing was critical in enhancing projects success. Increasing the effectiveness of anti-poverty programs required the stakeholders that design and implement those projects to not only develop appropriate theories of poverty to guide projects, but ensure communication and information sharing channels are as comprehensive as possible. Oxfam (2018) conducted a study in sub-Saharan Africa with an aim of establishing how management practices influence sustainability of water projects and observed that management practices go beyond simple skills to technical expertise necessary to successfully implement the project. Good management practices ensure continuous effective use of local resources and capacity building to sustain the project in the absence of outside resources as it encourages participation and involvement of the community in all the processes of project implementation.

Community participation involves empowering the community and improving efficiency that yields better projects, better outcomes as well as greater transparency. Community participation is key in improving local ownership, participation for the success of the projects.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter comprises of theories supporting the study theoretical, literature review, conceptual framework of the study variables, summary, and knowledge gap to be filled by the study.

#### **2.2 Review of the Literature**

This section involved reviewing of the relevant literature of the main study variables, which included management practices, community participation, communication, and information sharing, as well as community capacity building.

##### ***2.2.1 Community Capacity building and performance of food security projects***

Although communities have long been exhorted to make efforts to enhance their own food security, such approaches have often floundered and resulted in little or no food security benefits when the capacity of the community has not been adequately strengthened. Thus being able to assess the capacity building process is paramount in facilitating action in communities for social and food security improvement.

UNESCO report (2018) advocated for community trainings on financial matters as financial trainings empowers them with appropriate knowledge of local resources and opportunities, while human aspects refer to humanistic factors which includes skill development, individual motivation, teams' skill development as well as relationship abilities that build an environment of trust within management team and the community. Social dimension advocates for integrated participation structures and shared trust (UNESCO report, 2018). Capacity building increases the competence of the stakeholders

to solve conflicts, perform key functions, and finally achieve the desired objectives. United States Agency for International Development. (2017) advocated for capacity building approaches as it facilitates objective achievement and enhances the stakeholders to comprehend and handle development agenda in a wider context which is durable.

Capacity building enhances the stakeholders to become self –reliant increases their capacity not only to implement a project but also guarantee future sustainability (Harvey, A. & Reed, A., 2017). Sustainability refers to the likelihood of project success and continuation in the flow of benefits produced by the project after capacity building of the stakeholders despite the withdrawal of external support Karithi (2017). Project sustainability refers to the ability of a project to continuously meet the stakeholders' expectation and finally attains its set objectives in the long run; however, noted that majority of the projects failed once the external support is withdrawn, especially where the stakeholders lacked the capacity to manage the project themselves. Stakeholder's capacity building is the key success factor of a project because the stakeholders are able to take full charge of the project in all processes from initiation designing, planning, execution, as well as in monitoring and evaluating through full participation (Karithi,2017). Sustainability of community-based project lies in capacity building of the community to manage the project and produce continuous benefits for a long time after the external development assistance has been withdrawn (Wanjiku,2017).

Most of the studies reviewed recommend that capacity building should be the proactive approach adopted by development partners to enhance the sustainability of community projects but ignored humanistic issues and relationship abilities that build an environment of confidence within all the stakeholders team involved in general. Capacity

building helps the community to visualize the right direction of achieving the desired projects objectives and increases the ability of the stakeholders to solve conflicts, perform key functions, and finally ensure project sustainability in the long run (UNESCO, 2018). However, our study addresses capacity building amid conflict and civil war among the communities within the project, creating a contextual knowledge gap as compared to other studies where the communities are at harmony.

### ***2.2.2 Communication and performance of food security projects***

Communication refers to the way the information is shared between relevant stakeholders in a project. Tanga and Maliehe (2019) conducted their study in Lesotho in a women handcraft project and the findings were that community participation through effective communication in women handicraft projects was found critical in enhancing project performance. The study recommended that during project initiation it is necessary to consider and integrate all the stakeholder views and interest by encouraging active participation through proper communication so as to improve the success rate of the project and long-term sustainability. The level of communication involvement clearly determines the level of success of a project.

Failure of proper communication among relevant stakeholders, especially the local community, might lead to suspicion and incitement by community leaders, making the community not to own the project leading to failure once the donor withdraws (Afande, 2018). However Afande, (2018) study in Nigeria failed to expressly outline how the donors can facilitate communication among the stakeholders, especially the local community, which had no capacity and the goodwill of the project, especially where their leaders were not involved. The sentiment, especially on why proper communication and information

sharing among the stakeholders could not be both a cause and consequence of the failure of donor-funded security was not well-grounded. Proper communication among the stakeholders was considered as a key factor to ensure success and long-term sustainability of the project. Kitivi (2017), emphasized on effective way of communicating among all key stakeholders right from the initiation and implementation stages as this enhances project ownership among the stakeholders especially when designing and implementing any community project over and above developing adequate and relevant models of project success.

Nthenge (2017) study of donor funded projects in Wenje water projects in Tana River County observed that low level of education among project community hinders effective training, commitment and motivation which impacts negatively to quality monitoring and evaluation. Basic education is necessary for the community as well as the whole organization as key in optimization of community resources and advocates for effective communication and training among the stakeholders through participative approach. Further when the government is not involved in addressing education empowerment and other challenges the project is going through among the donors and the stakeholder contributed to poor communication among the stakeholders resulting to lack of sustainability of community-based interventions. In the study, Nthenge (2017) failed to disaggregate the various factors so as to identify the contribution of each factor and give way forward on how to deal with them for the success of future projects. A national level policy framework that prominently includes sound communication and information sharing among the stakeholders need to be developed for any poverty alleviation project to work at community level and should be as well orientated towards integration into the



global economy needs (Lartey ,2019). The study recommends that the government or international community needs to properly communicate, empower and share the necessary information to the community and all stakeholders if the need to alleviate poverty through community projects.

Ekanayakage and Halwatura (2018) in a study in Ghana found that proper communication builds an environment of trust among the stakeholders promoting effective resources utilization and is one of the key factors that influence project cost performance and long term sustainability, however he also considered others which included: project manager's competence, support from top management, effective coordination and leadership skills, and continuous monitoring and feedback by participants as well as the economic and climatic conditions. Donge (2018) study on the poorest of the poor in Dedza District, Malawi, success, and long-term sustainability of community project was mostly determined by the type of communication channels used and the level of involvement of the community and their leaders. Where community leader was involved in project evaluation through effective communication the society owned the project which led to success.

Zhang and Faerman, (2007) in their research on projects also concluded that 80% of projects fail because of poor leadership. Their findings further suggested that poor leadership skills reflected limited or no teamwork, inadequate communication, and an inability to resolve conflicts as well as other human related inefficiencies. However, Nthenge (2017) argued that basic education among the communities is needed and should be incorporated through effective communication among the stakeholders. This is the contextual gap the current study will address with the aim of recommending the need for

basic education among the communities involved in any food security project in Walungu territory of South Kivu province.

### ***2.2.3 Management Practices and performance of food security projects***

Management practices are the multifaceted skills required for effective management of a project. Sabbil & Adam's (2018) study in community based project in Sudan found that lack of management skills among the local communities' hindered participation and involvement which has seen many projects suffer due to poor management. Multifaceted management skills are required for attainment of long-term project success and sustainability because most donor projects aimed at alleviating poverty problems especially in less developed countries are complex due to political interference and low levels of education among the local communities. Amin (2019) Institutions and personnel involved in project execution from the community level to the national or regional levels need to be empowered in terms of basic social services, skills, and resources. Empowerment is the basic process by which the capacity of individuals, community, and management to make and implement decisions is built to enable them to make decision that will have a desirable outcome for the project for effective project durability to be reached. An environment build on trust among the stakeholders must be defined as the Central to this process for any project success and especially where community resources are involved (UNESCO, 2018).

Mbevi (2017) in a study in Makueni County found that the environment of trust and good management skills are key pillars in community-based projects and are usually linked to achievement of expected outcome, which in turn is linked to the achievement of project long term objectives and sustainability. When external resources are withdrawn,

good management skills assure that local based capacity and resources existing are sufficient to maintain the project in the future (Mbevi, 2017). Good management skill is a key for efficient project implementation as it supports the community participation in all project execution process. However, management goes beyond mere skills to the technology and expertise needed to be implementing successfully the project as people who are empowered have freedom of choice and action, which in turn allows them to participate and contribute to the decisions which affect them in the course of their lives.

Macharia (2018) in a study of sustainability of rural water projects in Naivasha found that when Stakeholders are fully involved, they teach each other, and can explore others' agendas, which is an essential foundation for accommodating new funding opportunities. This can only be achieved where there are good management's skills build an environment of trust among different stakeholders resulting to increased likelihood of project success and long-term sustainability. Establishing an enabling environment for dialogue, collaboration contributes to the success of projects and that these collaborations should target pertinent community-based leaders and agencies and not ignoring to involve community members' participation at all levels.

Projects which include and empower local management instructions have better perspectives for promoting durability of projects (Macharia, 2018). However over-optimistic assumptions are usually made, which leads to failure of many donor-supported projects because the capacity of local structures to run new structures and funds requires an adequate organizational analysis during the project initiation stage, and this is often not adequately assessed. Kinyua, et, al., (2017) noted that good management skills and environment of trust are essential in projects, and this is usually linked to good

performance, which in turn leads to the achievement of project long term objectives and sustainability and emphasizes that effective managers in projects must make sure that enough local capacity, and human resources exist to keep on the project before the outside resources are withdrawn. Harvey (2017) emphasized the need for continuous project review to make sure that enough local resources and capacity are in place to support the project even in the absence of outside resources. However, the contextual gap in our study is that the resources are scarce as most of less developed countries projects are highly depending on the outside resource and further environment of trust does not exist as most of less developed countries project management is characterized with suspicion among the communities due to civil strifes.

#### ***2.2.4 Community Participation and performance of food security projects***

Kisang (2018) involving the government and the community from the beginning of the project until when time is due for withdrawal of funds or end of the project helped in enhancing project performance. Most of the community project failed soon after the withdrawal of donors as the community were not empowered with relevant skill to manage the project. However, Community participation in the project implementation and all other process should be advocated as way of empowering the community with right skills to enable them to make effective decision. Community involvement through active participation has a beneficial impact on the results of a project, and this connection gets established through an environment of trust which creates better aggregation of preferences, which is design through the use of local resources coupled with pressure by the community on bureaucracies to perform leading to durability through project ownership. (Wanjiku,2017) 66.7% of the poverty and hunger-related eradication projects

in sub-Saharan Africa fail due to lack of community participation right from designing, planning, execution, monitoring, evaluation and learning of the project.

Irandu and Malii (2017) in a study assessment of Nairobi-Thika Highway Improvement project observed that the community voice their voices and reservations about decisions and programs that affect them, allowing them to take charge of, and be part and parcel of changes that affect their community. However, without basic education it becomes challenging to incorporate the community and improve their competence. Agle, et, al., (2018) argues that participation of the community is vital for the durability of any community-based project as community support increases project efficiency significantly and recommends that management of project should consult and engage the communities during project planning as well as in the implementation process to ensure achievement long term objectives and sustainability.

Njogu's (2018), study conducted in Kiambu County, findings established that where community participated in electing leaders, sustainability was better than the opposite. Involving the community in every stage of its own agenda of development ensures that the proposed agenda considers target community needs and expectations, incorporate local resources, create enabling environment and builds capacity to undertake future projects and enhance facilities, distribute returns equitably and help reduce overall project costs. Community participation encourages contribution of ideas, prioritizes usage of local resources, and improves the overall project decision-making, implementation, and evaluation. Sustainability through participation requires significant investment in time and resources by parties facilitating as well as proper communication and information sharing; however, lack of trust and competence for delivery of products may compromise the whole

process (Oino, Towett, Kirui, & Luvega, 2017). The primary objective of participation is to develop the community confidence in ownership, the ability to express themselves and ultimately empower them through the transfer of capacity, skills, knowledge and abilities. However, lack of basic education participatory approaches in community development does not guarantee sustainability since decisions made by community members are influenced by the community's knowledge and understanding of the matters involved.

Takim and Adnan (2019) study in construction project success in Malaysia found that community empowerment through participation in the management projects will lead to project sustainability and that if the community participates in a project when it is designed, operated, and maintained the project will run much better than when it is designed, implemented by outsiders. Community projects are more demand responsive as long as that the beneficiaries are allowed to make choices and participate in support of the choices where community participation may include resource contribution, participation in project-related decision making and meeting (Oino et al., 2017). Lack of participation by the community has been attributed to the frequent failure of the community-based project, especially those funded by donors, however, the participation process must have a time limit since beneficiaries, may grow impatient with endless discussion without any forthcoming results. The contextual gap is the current study address community participation in an environment with minimal trust, poor community cohesiveness due to frequent civil wars with an objective of determining the need to build collaboration and unity among the communities before a project commences.

### ***2.2.5 Project success and performance of food security projects***

Macharia, Mbassana and Oduor (2018) study on the ability of management to create and implement an indefinite strategy of growth and development leads to project

sustainability through continued flow of streams of benefits to the intended community. However, the ability of the project to continuously yield intended benefits and impact positively on the livelihood of the beneficiaries after external assistance has been withdrawn is a yardstick of measuring the project success because many project collapses with withdrawal of donors. Makori and Wanyoike (2018) in a study of donor funded value chain projects in Kenya noted that in every situation where the community members were more cohesive, better educated, community development projects were better managed and more successful. However, to attain such benefits in the long term, elements of project success which includes proper strategies covering proper communication and information sharing, capacity building, governance, management practices, and leadership, among others should be put in place

Kamau and Mohamed (2017) study on efficacy of monitoring and evaluation function in achieving project success in Kenya recommended that national level policy framework that prominently includes community participation in monitoring and evaluation among the stakeholders was primary for the success of any poverty alleviation project. The policy framework should also be orientated towards integration into the global economy. According to World Bank report (2018) successful projects expand a flow of benefits to the community for a long period after external help has been withdrawn. Government and projects managers should focus on building resilience to risks and develops a framework policy that enables the stakeholders to actively be involved in the day-to-day management of the project.

Tott (2017) study on influence of donor funded projects on social-economic welfare of the rural in Elgeiyo Marakwet County, Kenya found that project success is enhanced

when projects are designed by both the stakeholders and the outsiders. Creating an environment of trust which fosters positive participation in the operation and maintenance of a project empowers the community through capacity building which leads to the success of a project through achieving the desired long-term objectives by increases the ability of the stakeholders to solve conflicts, participate in key functions, and finally move effectively towards the desired direction as a team.

### **2.3 Summary and Research Gap**

The literature discussed in this section evidently stresses the need of equipping the community with the relevant skill to enable them to run their projects effectively. Takim and Adnan (2019) noted that where the community was more cohesive, better educated community; projects were effectively managed and that community enjoyed the expected streams of benefits for a longer period.

Proper communication and information sharing is critical in enhancing projects success however in most of donor sponsored project the local communities are ignored and not informed of what happens (Kisang, 2018). Failure of proper communication among relevant stakeholders, especially the local community, might also lead to suspicion and incitement by community leaders, making the community not to own the project leading to failure once the donor withdraws (Afande, 2018).

Management practices is a key factor as when external resources are withdrawn, good management skills assure that local based capacity and resources existing are sufficient to maintain the project in the future (Mbevi, 2017). Good management skill is a key for efficient project implementation as it supports the community participation in all project execution process. Community projects initiated by donors and the government



without local community participation failed to be durable after donor withdrawal. Njogu's (2018) recommends that it was necessary to have the community involved during the project initiation; designing to improve the success rate of the project. The level of beneficiary involvement in most donor sponsored project is not clearly spelled out which forms the contextual gap of the current study to bridge and shed lights to other scholars on future donor sponsored project.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the research design and methodology employed by the study together with research instruments. Further it considered the sampling design, data collection procedures and highlights the target population, sampling method, as well as data analysis, and presentation.

#### **3.2 Research design**

Descriptive research design was adopted by the study as the study involved fact-finding using different type's inquiries to gather the required data. Further design was suitable for this study because it allowed flexible data collection without manipulating the respondents. According to Lelissa TB (2018) descriptive research design is very useful when conducting research whose aim is to identify characteristics, frequencies, trends, correlations, and categories). It takes a problem with little to no relevant information and gives it a befitting description using qualitative and quantitative research methods. Descriptive research aims to accurately describe a research problem.

Descriptive research is a type of research that describes a population, situation, or phenomenon that is being studied. It focuses on answering the how, what, when, and where questions rather than the why. This is mainly because it is important to have a proper understanding of what a research problem is about before investigating why it exists in the first place.

#### **3.3 Research site**

The study was done in Walungu territory in the South Kivu Province of the DRC.

The project was officially launched by FAO and WFP in Bukavu, South Kivu on April 19<sup>th</sup> 2018. The launch was an opportunity to bring together different actors and partners in South Kivu, including local and provincial authorities, community leaders, representatives of farmer organizations, national and international NGOs, United Nations agencies' working in the same areas of intervention, and the Embassy of Germany in DRC. The ceremony was presided by the Provincial Governor of South Kivu (WFP-FAO annual report, 2018). Walungu is one of the eight territories that make up the province of South Kivu; the main language spoken is Shi.

The study will be carried out among the donor funded project in the constituency however there are still food security projects funded mainly by provincial government which are beyond the scope of this study as one of the main interests of the study was to find out project sustainability once the donors withdraw.

### **3.4 Target population**

In regard to current research, population of 10,000 farmers households in South Kivu province. They are very important to this study as they are involved directly in the management of the WFP-FAO Joint Resilience food security Project in South Kivu (WFP-FAO 2021).

### **3.5 Study Sample**

#### ***3.5.1 Study Sample Size***

The size of the sample was derived by using a formula brought up by Taro Yamane in the year 1960 which assumes a confidence level of 95%.

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

Where N = total population

n= required sample size

$e = \text{margin of error } 0.05$

$$n = 10000 / ((1 + 10000 * (0.05)^2))$$

= 385 respondents

The achieved size of the sample was 385 respondents.

### ***3.5.2 Sampling Procedure***

Cluster sampling was adopted by the study. This sampling design was the most suitable for this study because even if the populations were well vast, it has well-organized structures where the respondents reside within well demarcated villages. From the well demarcated cluster in form of villages, the purposive sampling was used to select only the people involved in the management of this project.

## **3.6 Data Collection**

### **3.6.1 Data Collection Instruments**

Saunders et al., (2019) described data as facts, and opinion that has been gathered together and documented for reference or for enquiry. The information or data collected was either primary or secondary. The data to be collected was from the primary sources. Most of the information from these sources were gathered through the use of questionnaires which was defined by Saunders et al., (2019) as a situation or approach where each individual is asked to reply to similar set of questions in a predetermined order. The questionnaires encompassed both close ended and open-ended questions to enable the respondents to express their view without being influenced by the researcher.

Primary data from the sampled respondents was collected through the use of questionnaires. According Ngei and Kithara (2017) a questionnaire is a tool used to gather information that permits estimation for a specific perspective. The questionnaire was suitable

for this study is it could accumulate a lot of information within a short period of time. Further it helped the researcher to objectively accumulate data which was easy to analyse. The questions were organized according to subtopics, which were derived from the study objectives and consisted of closed-ended questions for easy response. Likert scale was adopted in most of the questions to allow the interviewees to express their views in an aptitude scale concerning various aspects related to the study objectives.

### **3.6.2 Pilot Testing of Research Instruments**

The study conducted a pilot study in Kaniola village to enhance and clarify the questionnaires so that the responders had no issues when responding the questions. According Silverma (2015) the pre-test exercises the questionnaire enabled the analyst to get some evaluation of the question's accuracy and validity of the data collected. The questionnaire was randomly applied to 5% of the sample size from German funded WFP – FAO Joint food security Resilience project. 5% to 10% of the population sample is sufficient for a pilot study (William, Gunasekaran, & McCaughey, 2011). Questionnaire was revised on the basis the findings of the pilot study to enhance its validity.

### **3.6.3 Instruments Reliability**

For accuracy of the research tools, the study used the most common internal consistency measure known as Cronbach's Alpha ( $\alpha$ ), which is generated by SPSS. Ten questionnaires were piloted by administrating them to the sampled responders who were not considered in the final study. The ten questionnaires were then coded and input into SPSS version 21.0 (statistical package for the social sciences). The recommended value of 0.7 was used as a cut-off of reliability for this study. However, the study also recognized other techniques of testing for reliability which include test-rest method, alternate or parallel forms methods, and split-half method.

### **3.6.4 Instruments Validity**

For this study, to make sure content and construct validity, a pre-testing of the questionnaire was conducted with a sample of responders from German funded WFP – FAO Joint Resilience and the research supervisor were consulted to give advice to enhance content validity. Validity indicates the degree to which an instrument or tool measures what is supposed to quantify. Further validity is the exactness and significance of inferences, which depend on the research results (Riff, Lacy & Fico, 2014).

### **3.6.5 Data Collection Procedure**

According to Groves, Sketris, & Tett (2019) data collection procedure is a critical step in gathering data for analysis to produce useful and reliable information. To avoid suspicion and to enhance confidence from the interviewees the researcher sought an introduction letter from the university, which was presented to the management of German funded WFP – FAO Joint food security Resilience project. The research adopted a drop and pick later method of questionnaires distribution to the selected respondents. A register of all issued questionnaires was maintained to ensure sound follow up to increase the percentage of questionnaires received. Further the researcher employed the assistance of trained research assistants who ensured quality during the period of data collection. Before the data collection exercise commenced, research assistants were responsible to take through an in-depth induction on the data collection strategy by doing several data collection exercises. The training focused on how to respond to respondents' questions and guide them in the process of filling the questionnaires especially where the respondent had some difficulties.

### **3.7 Data Analysis**

The data collected through the questionnaires was first checked for completeness, and then coded, tabulated, and analysed using SPSS version 21.0. Descriptive statistics were

computed in terms of percentages and frequencies to capture the characteristics of the variables under study. Further inferential statistics, specifically the Pearson correlation and multiple regression coefficients were computed to assess the relationship of the dependent and the independent variables.

A multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable. The study multiple regression models was as follows.

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

Where:

Y = Success of food security projects

X1 = Management practices

X2 = Capacity building

X3 = Proper communication and information sharing

X4 = Stakeholder's involvement

e = error term

$\beta_0$  = represents the constant

$\beta_1, 2, 3, 4$  are regression coefficients

### **3.8 Legal and Ethical Considerations**

The researcher obtained a research permit from the relevant authority before commencing the data collection exercise as a part of ethical considerations. The researcher ensured training of research assistants and signing of non-disclosure form for respondent information related to personal details. Respondents were contacted during working hours to avoid inconveniencing the respondents in their privacy. The researcher notified the respondents the

purpose for the study verbally and through a cover letter to ensure outmost level of honesty and the level of integrity was maintained in addition to respondent's anonymity. Ethical issues related to the study was addressed by maintaining high-level confidentiality of the information volunteered by the respondents and never intending to use the information for other purposes other than drawing the conclusion of the study.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION OF FINDING**

#### **4.1 Introduction**

This chapter presents the findings of the study. The focus of this chapter is to discuss the analysis and interpretation of the findings guided with the objectives of the study. The data that was obtained is presented in tabular form using percentages and frequencies.

#### **4.2 Response Rate**

A total of 385 respondents were targeted from Walungu territory in South Kivu province out of which 276 responded by completing and returning the questionnaires. This gave a response rate of 72% which according to Mugenda and Mugenda (2003) any response rate above 50% is appropriate for generalization of the findings.

#### **4.3 Demographic Information of the Respondents**

This section presents demographic information of the respondents in terms of gender, age, education level, and duration of service.

##### **4.3.1 Respondents by Gender**

Respondents were asked to state their gender to ascertain whether gender had any influence on implementation of donor funded projects. The findings of the study are as presented in Table 4.1.

Table 4.1: *Gender of respondents*

	Frequency	Percent
<b>Gender</b>		
Male	112	41.0
Female	164	59.0
<b>Total</b>	<b>276</b>	<b>100.0</b>

The results show that most of the respondents (59%) were female while the males were 41. %. The findings reflected that there were more females than males though the distribution was almost equal. Hence, it can be concluded that there is gender equality in the implementation of donor funded projects though males are slightly less as they may be engaged in other professions or could have migrated to urban areas in search for greener pastures.

#### **4.3.2 Respondents by Age**

The study sought to determine the respondents' distribution by age bracket and the findings were presented in Table 4.2.

Table 4.2 : *Distribution of Respondents by Age*

<b>Age bracket</b>	<b>Frequency</b>	<b>Percentage</b>
25 Years or below	11	4.0
26-30 Years	15	5.5
31-35 Years	76	27.5
36-40 Years	87	32.0
41-45 Years	64	23.0
Above 45 Years	23	8.0
<b>Total</b>	<b>276</b>	<b>100</b>

The findings of the study revealed that majority of the respondents (32.0%) interviewed were aged between the 36 and 40 years. They were followed by age bracket of 31 to 35 years which was 27.5% and was also found out that (23.0%) were aged between 41-45 years. (8.0%) of the respondents were aged above 45 years. Only (5.5%) of the respondents were aged between 26-30 years while 25 years and below were only (4.0%). From the findings, it can be said that majority of the respondents were between the age of 31-45 age bracket which is 82.5% of the total respondents. This implied that this project apart from being a source of food security it was also an alternative source of employment as majority who were engaged in active project implementation were within the working age bracket. This could be an indication that more grown-up people participated in the implementation of the donor funded projects.

#### **4.3.3 Level of Education**

Respondents were asked to state their highest level of education to ascertain the

influence of level of education on the implementation of donor funded projects. The findings of the study are as presented in Table 4.3.

Table 4.3: *Respondents level of Education*

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Never attended school	148	53.6
Primary	87	31.5
Secondary	28	10.1
Tertiary or vocational	11	4.0
University	2	0.8
<b>Total</b>	<b>276</b>	<b>100.0</b>

The findings of the study show that most (53.6%) of the respondents had never attended school. The study also found that (31.5%) of the respondents had only primary education, (10.1%) of the respondents had secondary education while (4.0%) of the respondents had tertiary or vocational level while only (2%) had university education. From the findings of the study it can be said that most of respondents (85.1%) comprised of those who never attended school or had only primary level education. These findings can be attributed to Geopolitical shocks which refers to recurring conflicts involving myriad non-state armed groups which have exacerbated tensions between farmers and herders over access to natural resources and destroyed economic and community infrastructure such as roads and markets. This, in turn, has caused population movements, food insecurity and disruption of education system (WFP, 2018). This is also an indication that the community lacks the basic education required to be empowered for the community to sustain the project without the support of the donors resulting to food insecurity.

#### 4.3.4 Marital status

The respondents were asked about their marital status. The findings of the study are as presented in Table 4.4.

Table 4.4: *Marital Status*

Married	228	82.6
Single	35	12.7
Other	13	4.7
<b>Total</b>	<b>276</b>	<b>100.0</b>

In table 4.4, 228 (82.6%) respondents indicated that they were married, 35 (12.7%) stated that they were single while 13 (4.7%) were others who had either divorced or lost their spouses to recurrent armed criminal gang conflicts. However, the higher percentage of married people could be attributed to early marriages as most of the people never went to school meaning they started family life early enough. Therefore, we can conclude that that the food security project was crucial as it was the major source that supported the livelihood of the majority of the responds in South Kivu.

#### 4.3.5 Duration of Service

The respondents were asked the duration of service to ascertain the influence of experience on the implementation of donor funded projects. The findings of the study are as presented in Table 4.5.

Table 4.5: *Distribution of respondents by duration of service*

<b>Duration of Service</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 3 Years	27	9.8
4 – 5 Years	53	19.2
6 – 10 Years	196	71.0
<b>Total</b>	<b>276</b>	<b>100</b>

The findings of the study revealed that most of the respondent (71%) interviewed had 6-10 years of service. It was also found that (19.2%) had 4-5 years while (9.8%) of the respondents had less than 3 years' experience. From the findings it can be said that most of the respondents had worked on the project most of their life and had experience and relevant information with regard to implementation of donor funded projects. However, the level of education was their limiting factor which could hinder them to effectively manage the sustainability of the project without close supervision of the donors.

#### **4.3.6 Level of commitment**

The respondents were asked about their level of commitment on the project to ascertain their contribution on the implementation of donor funded projects. The findings of the study are as presented in Table 4.6.

Table 4.6: *Level of commitment*

<b>Level of commitment</b>	<b>Frequency</b>	<b>Percent</b>
Very committed	162	58.6
Committed	54	19.6
Less committed	27	9.9
Not committed at all	33	11.9
<b>Total</b>	<b>276</b>	<b>100.0</b>

The findings of the study revealed that most of the respondent (58.6%) interviewed were very committed to the project, (19.6%) were committed, and less committed (9.9%) while not committed at all were (11.9%). The result can be attributed to the fact that the community comprised of two groups that is farmers and pastoralists meaning that majority (78.2) were farmers and were committed to the project while the minority (21.8%) were pastoralists who were less committed or not committed at all as their interest were their animals as evidenced by frequent conflicts between the farmers and the pastoralists as they grazed their animals on the farmers farms.

#### **4.3.7 Involvement in project formulation**

The respondents were asked whether they were involved in project formulation to determine their level of ownership and support to the donor funded projects. The findings of the study are as presented in Table 4.7.

Table 4.7: *Involvement in project formulation*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	22	8
No	254	92
<b>Total</b>	<b>276</b>	<b>100.0</b>

The findings of the study revealed that most of the respondent (92%) interviewed were not involved in project formulation while only (8%) were involved and this can be attributed to the fact that majority of the community members were not educated and could not understand what was required but the few educated who could be their leaders were involved due to both political and community goodwill.

### **4.3 Presentation of Research Analysis and Findings**

This section presents analytical descriptive review of findings with an aim of establishing the relationship between study variables. Scholarly findings reviewed under literature review are used to support the findings of this study for the purposes of justifying the conclusions arrived at. The study sought to understand the factors influencing donor funded food security projects success in the south Kivu province of the DRC and specifically the effects of community capacity building on the performance of food security projects in Walungu territory in the south Kivu Province of the DRC.

#### **4.4.1 Community capacity building**

The study sought to understand whether the donors or the government were engaged in community capacity building for effective running of the project and also as a preparation for future project sustainability when the donors withdraw from the project. Using Likert scale a number of issues related to community capacity building were asked



and the respondent responses were presented below in Table 4.8.

Table 4.8: *Community capacity building*

Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Agree						Disagree		Disagree	
	F	%	F	%	F	%	F	%	F	%
The management have a schedule for capacity building during the year.	27	9.8	67	24.3	8	2.9	132	47.8	42	15.2
There are regular internal workshops for capacity building.	28	10.1	25	8.9	44	16.0	116	42.0	63	23.0
Management conducts regular trainings to promote skills development.	21	7.6	27	9.8	14	5.2	176	63.9	38	13.5
Regular audits are conducted to check skills of the members	23	8.2	22	7.9	24	8.7	121	43.7	86	31.5
Background checks conducted on members before project commences.	68	24.5	102	36.8	10	3.6	64	23.2	32	11.9
Management reward members who attend trainings	10	3.5	17	6.2	7	2.6	190	68.9	52	18.8
Members embrace the idea of trainings and workshops	7	2.5	46	16.8	3	0.8	174	63.1	46	16.8
Training resources in the project usage.	6	2.1	11	3.8	9	3.4	176	63.9	74	26.8

In terms of rating community capacity building in table 4.8, the management have a schedule for capacity building during the year 9.8% strongly agreed, 24.3% agreed, 2.9% were neutral, 47.8% disagreed while 15.2% strongly disagreed. In summary those who agreed added up to 34.1% while those who disagreed added up to 63% meaning the management did not have a well elaborated capacity building schedule. Concerning the regular internal workshops for capacity building 10.1% strongly agreed, 8.9% agreed, 16% were neutral, 42% disagreed while 23% strongly disagreed. In summary those who agreed added up to 19.0% while those who disagreed added up to 65% meaning the management did not have a regular internal workshop for capacity building for its staff as well the larger community where the project was based. Management conducts regular trainings to promote skills development 7.6% strongly agreed, 9.8% agreed, 5.2% were neutral, 63.9% disagreed while 13.5% strongly disagreed. In summary those who agreed added up to 17.4% while those who disagreed added up to 77.4% meaning the management did not conduct regular trainings to promote skills development both to the staff and community. Regular audits are conducted to check skills of the members 8.2% strongly agreed, 7.9% agreed, 8.7% were neutral, 43.7% disagreed while 31.5% strongly disagreed. In summary those who agreed added up to 16.1% while those who disagreed added up to 75.2% meaning the management did not conduct regular audits to check skills of the members. Background checks conducted on members before project commences, 24.5% strongly agreed, 36.8% agreed, 3.6% were neutral, 23.2% disagreed while 11.9% strongly disagreed. In summary those who agreed added up to 61.3% while those who disagreed added up to 35.1% meaning a higher percentage of the respondents agreed that the management conducted background checks on members before project commences. Management reward members who attend trainings,

3.5% strongly agreed, 6.2% agreed, 2.6% were neutral, 68.9% disagreed while 18.8% strongly disagreed. In summary those who agreed added up to 9.7% while those who disagreed added up to 87.7% meaning a higher percentage of the respondents disagreed that the Management rewards members who attend trainings. Members embrace the idea of trainings and workshops, 2.5% strongly agreed, 16.8% agreed, 0.8% were neutral, 63.1% disagreed while 16.8% strongly disagreed. In summary those who agreed added up to 19.3% while those who disagreed added up to 79.9% meaning a higher percentage of the respondents disagreed that the Members embrace the idea of trainings and workshops. Training resources in the project are diligently utilized, 2.1% strongly agreed, 3.8% agreed, 3.4% were neutral, 63.9% disagreed while 26.8% strongly disagreed. In summary those who agreed added up to 5.9% while those who disagreed added up to 90.7% meaning a higher percentage of the respondents disagreed that the training resources in the project are diligently utilized. The project has an annual budget for capacity building, 78.2% strongly agreed, 20.9% agreed, 0.0% were neutral, 1% disagreed while 1% strongly disagreed.

In summary those who agreed added up to 99.1% while those who disagreed added up to 2% meaning a higher percentage of the respondents agreed that the project has an annual budget for capacity building and seems these funds were not accounted for or were misappropriated.

#### **4.4.2 Communication**

The study sought to understand whether proper communication is crucial for effective running of the project and also as a preparation for future project sustainability when the donors withdraw from the project. Using Likert scale a number of issues related to proper communication were asked and the respondent responses were presented below in

Table 4.9.

Table 4.9: *communication*

Indicator	Strongly Agree		Neutral		Disagree		Strongly Disagree			
	Agree						Disagree			
	F	%	F	%	F	%	F	%	F	
The project has well-structured systems of communication and information sharing channels.	12	4.3	88	32.075			27.287		31.414	5.1
There are frequent meetings to update members of the project progress	33	12.0	146	53.012			4.3	42	15.143	15.6
Members are allowed access project performance information in the approved system	12	4.2	20	7.3	79		28.5113		41.052	19.0
The project conducts regular awareness campaign on the project programs to improve stakeholder's participation.	43	78.2	73	10.947			0.0	69	10.144	0.8
The project open days for members to attend and interact with project management on project issues	88	32.0	127	45.512			4.3	32	12.017	6.2
There is representation of members in the project management meetings.	84	30.5	108	39.012			4.4	56	20.316	5.8
There is always timely feedback for issue raised by the members	13	4.7	27	9.8	134		78		28.324	8.7
							48.5			

Under proper communication a number of issues addressing communication were raised and the respondent responded as follows: The project has well-structured systems of communication, 4.3% strongly agreed, 32% agreed, 27.2% were neutral, 31.4% disagreed while 5.1% strongly disagreed. In summary those who agreed added up to 36.3% while those who disagreed added up to 36.5% meaning there was misunderstanding whether project had well-structured systems of communication. There are frequent meetings to update members of the project progress, 12% strongly agreed, 53% agreed, 4.3% were neutral, 15.1% disagreed while 15.6% strongly disagreed. In summary those who agreed added up to 65% while those who disagreed added up to 30.7% meaning there was majority of the respondents agreed that there are frequent meetings to update members of the project progress. Members are allowed access project performance information in the approved system 4.2% strongly agreed, 7.3% agreed, 28.5% were neutral, 41% disagreed while 19% strongly disagreed. In summary those who agreed added up to 11.5% while those who disagreed added up to 60% meaning there was majority of the respondents disagreed that members were allowed to access project performance information in the approved system. This could be attributed to members' level of literacy or deliberate action of donors to deny members access to project performance information. The project conducts regular awareness campaign on the project programs to improve stakeholder's participation, 78.2% strongly agreed, 10.9% agreed, 0% were neutral, 10.1% disagreed while 0.8% strongly disagreed. In summary those who agreed added up to 89.1% while those who disagreed added up to 10.9% meaning that the majority of the respondents agreed that project conducted regular awareness campaign on the project programs to improve stakeholder's participation. This could be attributed to the fact that the donors needed the support of the community as they were using their resources and also

required the support of local leaders. The project open days for members to attend and interact with project management on project issues, 32% strongly agreed, 45.5% agreed, 4.3% were neutral, 12% disagreed while 6.2% strongly disagreed. In summary those who agreed added up to 77.5% while those who disagreed added up to 18.2% meaning that the majority of the respondents agreed that there were project open days for members to attend and interact with project management on project issues. There is representation of members in the project management meetings, 30.5% strongly agreed, 39% agreed, 4.4% were neutral, 20.3% disagreed while 5.8% strongly disagreed. In summary those who agreed added up to 69.5% while those who disagreed added up to 26.1% meaning that the majority of the respondents agreed that there was representation of members in the project management meetings. There is always timely feedback for issue raised by the members, 4.7% strongly agreed, 9.8% agreed, 48.5% were neutral, 28.3% disagreed while 8.7% strongly disagreed. In summary those who agreed added up to 14.5% neutral were 48.5% while those who disagreed added up to 37% meaning that the majority (48.5%) of the respondents were either unaware of timely feedback while 37% disagreed that there was always timely feedback for issue raised by the members.

#### **4.4.3 Management Practices**

The study sought to understand whether management practices is crucial for effective running of the project and also as a preparation for future project sustainability when the donors withdraw from the project. Using Likert scale a number of issues related management practices were asked and the respondent responses were presented below in Table 4.10.

Table 4.10: *Management practices*

Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Agree								Disagree	
	F	%	F	%	F	%	F	%	F	%
The management of the project are highly responsible	15	5.4	47	17.0	88	32.0	79	28.6	47	17
The management integrates member's views in their decisions.	3	1.1	24	8.7	138	50.0	87	31.5	24	8.7
The management rewards its staff competitively.	5	1.8	22	8.0	145	53.0	93	33.7	11	4.0
The staffs are always motivated to by management.	21	7.6	32	11.6	97	35.1	67	24.3	59	21.4
Managements gives feedback to issues raised by members.	17	6.2	33	12.0	47	17.0	137	49.6	42	15.2
Project members are appreciated, and rewarded for their input in the project.	7	2.5	13	4.7	27	9.8	176	63.8	53	19.2
The management promotes stakeholder involvement	8	2.9	21	7.6	15	5.4	176	63.8	56	20.3

From the study findings the responses of the respondent on issues concerning management practices. The management of the project are highly responsible, 5.4% strongly agreed, 17% agreed, 32% were neutral, 28.6% disagreed while 17% strongly disagreed. In summary those who agreed added up to 22.4 % neutral were 32% while those who disagreed added up to 45% meaning that the majority (45%) of the respondents disagreed while 32% of the respondents were either unaware of the management of the project being highly responsible. The management integrates member's views in their decisions, 1.1% strongly agreed, 8.7% agreed, 50% were neutral, 31.5% disagreed while 8.7% strongly disagreed. In summary those who agreed added up to 9.8% neutral were 50% while those who disagreed added up to 40.2% meaning that the majority (40.2%) of the respondents disagreed while 50% of the respondents were either unaware of that the management integrates member's views in their decisions. The management rewards its staff competitively, 1.8% strongly agreed, 8.0% agreed, 53% were neutral, 33.7% disagreed while 4.0% strongly disagreed. In summary those who agreed added up to 9.8% neutral were 53% while those who disagreed added up to 37.7% meaning that the majority (37.7%) of the respondents disagreed while 53% of the respondents were either unaware of that the management rewards its staff competitively. The staffs are always motivated to by management, 7.6% strongly agreed, 11.6% agreed, 35.1% were neutral, 24.3% disagreed while 21.4% strongly disagreed. In summary those who agreed added up to 19.2% neutral were 35.1% while those who disagreed added up to 45.7% meaning that the majority (45.7%) of the respondents disagreed while 35.1% of the respondents were either unaware of that the staffs are always motivated to by management. Managements gives feedback to issues raised by members, 6.2% strongly agreed, 12% agreed, 17% were neutral, 49.6%



disagreed while 15.2% strongly disagreed. In summary those who agreed added up to 18.2% neutral were 17% while those who disagreed added up to 64.8% meaning that the majority of the respondents disagreed that managements give feedback to issues raised by members. Project members are appreciated and rewarded for their input in the project, 2.5% strongly agreed, 4.7% agreed, 9.8% were neutral, 63.8% disagreed while 19.2% strongly disagreed. In summary those who agreed added up to 14.5% neutral were 9.8% while those who disagreed added up to 83% meaning that the majority of the respondents disagreed that project members are appreciated and rewarded for their input in the project. The management promotes stakeholder involvement in project management affairs, 2.9% strongly agreed, 7.6% agreed, 5.4% were neutral, 63.8% disagreed while 20.3% strongly disagreed. In summary those who agreed added up to 10.5% neutral were 5.4% while those who disagreed added up to 84.1% meaning that the majority of the respondents disagreed that management promotes stakeholder involvement in project management affairs.

#### **4.4.4 Community Participation**

The study sought to understand whether community participation is crucial for effective running of the project and also as a preparation for future project sustainability when the donors withdraw from the project. Using Likert scale a number of issues related to community participation were asked and the respondent responses were presented below in Table 4.11.

Table 4.11: *Community participation*

Indicator	Strongly Agree		Neutral		Disagree		Strongly Disagree			
	Agree						Disagree			
	F	%	F	%	F	%	F	%		
The project management encourages community participation in project activities	37	13.4	87	31.5	22	8.0	93	33.7	37	13.4
The management has community register	12445.0		88	31.9	4	1.4	32	11.6	28	10.1
Management regularly holds community meetings.	17	6.2	27	9.8	8	2.9	104	37.7	120	43.5
Management always makes follow-ups on issues raised by community.	21	7.6	33	12	56	20.3	112	40.6	54	19.6
Management has a mechanism of identifying and addressing community issues.	13	4.7	22	8.0	79	28.6	116	42.0	46	16.7
Management has the responsibility to report to community on the activities of the project annually.	72	26.1	88	31.9	6	2.2	76	27.5	34	12.3
Suggestion boxes are also used to gather community complains and suggestions.	11	4.0	17	6.2	82	29.7	87	31.2	79	28.6

In terms of rating community participation in table 4.11 response were as follows:

The project management encourages community participation in project activities, 13.4% strongly agreed, 31.5% agreed, 8% were neutral, 33.7% disagreed while 13.4% strongly disagreed. In summary those who agreed added up to 44.9% neutral were 8% while those who disagreed added up to 47.1% meaning that the majority of the respondents disagreed that the project management encourages community participation in project activities. The management has community register, 4.5% strongly agreed, 31.9% agreed, 1.4% were neutral, 11.6% disagreed while 10.1% strongly disagreed. In summary those who agreed added up to 76.9% neutral were 1.4% while those who disagreed added up to 21.7% meaning that the majority of the respondents agreed that the management has community register. Management regularly holds community meetings, 6.2% strongly agreed, 9.8% agreed, 2.9% were neutral, 37.7% disagreed while 43.5% strongly disagreed. In summary those who agreed added up to 19.6% neutral were 2.9% while those who disagreed added up to 81.2% meaning that the majority of the respondents disagreed that the Management regularly holds community meetings. Management always makes follow-ups on issues raised by community, 7.6% strongly agreed, 12% agreed, 20.3% were neutral, 40.6% disagreed while 19.6% strongly disagreed. In summary those who agreed added up to 19.6% neutral were 20.3% while those who disagreed added up to 60.2% meaning that the majority of the respondents disagreed that the Management always make follow-ups on issues raised by community. Management has a mechanism of identifying and addressing community issues, 4.7% strongly agreed, 8% agreed, 28.6% were neutral, 42% disagreed while 16.7% strongly disagreed. In summary those who agreed added up to 12.7% neutral were 28.6% while those who disagreed added up to 58.7% meaning that the majority of

the respondents disagreed that the Management has a mechanism of identifying and addressing community issues. Management has the responsibility to report to community on the activities of the project annually, 26.1% strongly agreed, 31.9% agreed, 2.2% were neutral, 27.5% disagreed while 12.3% strongly disagreed. In summary those who agreed added up to 58% neutral were 2.2% while those who disagreed added up to 39.8% meaning that the majority of the respondents agreed that the Management has the responsibility to report to community on the activities of the project annually. Suggestion boxes are also used to gather community complains and suggestions, 4.0% strongly, agreed, 6.2% agreed, 29.7% were neutral, 31.2% disagreed while 28.6% strongly disagreed. In summary those who agreed added up to 10.2 %, neutral were 29.7% while those who disagreed added up to 59.8% meaning that the majority of the respondents disagreed that the Management has Suggestion boxes that are used to gather community complains and suggestions. Community is given an email to give their input or feedback on the project activities and progress, 0.7% strongly, 2.5% agreed, 20.1% were neutral, 47.8% disagreed while 28.6% strongly disagreed. In summary those who agreed added up to 3.2%, neutral was 20.1% while those who disagreed added up to 76.4% meaning that the majority of the respondents disagreed that the community is given an email to give their input or feedback on the project activities and progress. The project has a mechanism to make follow-ups on community's concern 2.2% strongly, 6.2% agreed, 12% were neutral, 47.8% disagreed while 31.9% strongly disagreed. In summary those who agreed added up to 8.4 %, neutral were 12% while those who disagreed added up to 79.7% meaning that the majority of the respondents disagreed that the project has a mechanism to make follow-ups on community's concern.

#### **4.4.5 Project Performance**

The study sought to understand whether the donor's funded project was

performing well for future sustainability when the donors withdraw from the project. Using Likert scale a number of issues related to project performance were asked and the respondent responses were presented below in Table 4.12.

Table 12: *Project performance*

Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Agree								Disagree	
	F	%	F	%	F	%	F	%	F	%
The project has been very successful.	67	24.3	98	35.5	22	8.0	52	18.8	37	13.4
The project has made the community food sufficient	74	26.8	103	37.3	13	4.7	54	19.6	32	11.6
Fraud reports are always confidential.	108	39.1	126	45.7	8	2.9	23	8.3	11	4.0
The project has improved the general welfare of the community.	89	32.2	112	40.6	4	1.4	34	12.3	37	13.4
The project has resulted to effective utilization of the community resources.	27	9.9	67	24.3	7	2.5	134	48.6	41	14.9
The project has fully empowered the community though capacity building.	17	6.2	32	11.6	9	3.3	176	63.8	42	15.2
The project has improved the economic status and living	56	20.1	147	53.3	13	4.7	46	16.7	14	5.1

In terms of rating project performance in table 4.12 the responses are as follows;

The project has been very successful, 24.3% strongly, 35.5% agreed, 8% were neutral, 18.8% disagreed while 13.4% strongly disagreed. In summary those who agreed added up to 59.8%, neutral were 8% while those who disagreed added up to 32.2% meaning that the majority of the respondents agreed that the project has been very successful.

The project has made the community food sufficient, 26.8% strongly, 37.3% agreed, 4.7% were neutral, and 19.6% disagreed while 11.6% strongly disagreed. In summary those who agreed added up to 64.1%, neutral were 4.7% while those who disagreed added up to 31.2% meaning that the majority of the respondents agreed that the project has made the community food sufficient.

Fraud reports are always confidential, 39.1% strongly, 45.7% agreed, and 2.9% were neutral 8.3% disagreed while 4% strongly disagreed. In summary those who agreed added up to 84.8%, neutral were 2.9% while those who disagreed added up to 12.3% meaning that the majority of the respondents agreed that the Fraud reports are always confidential.

The project has improved the general welfare of the community, 32.2% strongly, 40.6% agreed, and 1.4% were neutral 12.3% disagreed while 13.4% strongly disagreed. In summary those who agreed added up to 72.8%, neutral were 1.4% while those who disagreed added up to 25.7% meaning that the majority of the respondents agreed that the project had improved the general welfare of the community.

The project has resulted to effective utilization of the community resources. In summary those who agreed added up to 34.2%, neutral were 2.5% while those who disagreed added up to 63.5% meaning that the majority of the respondents disagreed that the project had resulted to effective utilization of the community resources.

The project has fully empowered the community through capacity building, 6.2% strongly, 11.6% agreed, 3.3% were neutral,

63.8% disagreed while 15.2% strongly disagreed. In summary those who agreed added up to 17.8%, neutral were 3.3 % while those who disagreed added up to 79% meaning that the majority of the respondents disagreed that the project had fully empowered the community through capacity building. The project has resulted to decline of issues of malnutrition and poverty levels in the community, 23.2% strongly, 53.3% agreed, 2.5% were neutral, and 13.8% disagreed while 9.8% strongly disagreed. In summary those who agreed added up to 76.5%, neutral were 2.5 % while those who disagreed added up to 23.6% meaning that the majority of the respondents agreed that the project has resulted to decline of issues of malnutrition and poverty levels in the community. The project has improved the economic status and living standards of the community, 20.1% strongly, 53.3% agreed, 4.7% were neutral, and 16.7% disagreed while 5.1% strongly disagreed. In summary those who agreed added up to 73.4%, neutral were 4.7 % while those who disagreed added up to 21.8% meaning that the majority of the respondents agreed that the project has improved the economic status and living standards of the community. There is good communication and information sharing between the project and all stakeholder, 17% strongly, 41.3% agreed, 6.2% were neutral, and 19.6% disagreed while 15.9% strongly disagreed. In summary those who agreed added up to 58.3%, neutral were 6.2 % while those who disagreed added up to 35.5% meaning that the majority of the respondents agreed that the there was good communication between the project and all stakeholder. The findings challenged by Makori, J. and Wanyoike, D. (2018) in a study of donor funded value chain projects in Kenya who noted that in every situation where the community members were more cohesive, better educated, community development projects were better managed and more successful.

## CHAPTER FIVE

### DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter sets out the summary of the findings and makes conclusions together with recommendation for further studies. This discussion is done in line with the objectives of the study which sought to investigate the effect of the factors that influencing performance of food security projects success in the south Kivu Province of the DRC. Specifically, the study sought to examine the effect of community capacity building on the food security projects success in the South Kivu province of the DRC.

#### 5.2 Discussions

This section explains the results regarding the factors that influencing performance of food security projects in Walungu territory in the south Kivu Province of the DRC by examining the effect of community capacity building, proper communication, management practices and community participation on the performance of food security projects. The presentation of this section is guided by study objectives and literature review. Results for each study objective were summarized based on the study findings.

On community capacity building the findings concur with Karithi (2017) who highlighted that community capacity building is the key success factor of a project because the community members are able to take full charge of the project in all processes from initiation designing, planning, execution, as well as in monitoring and evaluating through full participation.

(Harvey, A. & Reed, A., 2017) further say that capacity building enhances the stakeholders to become self-reliant increases their capacity not only to implement a project



but also guarantee future sustainability.

The findings revealed that the majority of 77.4% of respondents agreed that management did not conduct regular trainings to promote skills development both to the staff and community and the majority of 63% of respondents agreed that management did not have a well elaborated capacity building schedule. The findings of this study differed with recommendations of Wanjiku (2017), Kisilu, (2016) and UNESCO report, (2018) which advocated for integrated participation structures and shared trust among the community for capacity building to increase the competence of the stakeholders, to solve conflicts, perform key functions, and finally achieve the desired long-term objectives and Sustainability of community-based project. The United States Agency for International Development. (2017) advocated for capacity building approaches as it facilitates objective achievement and enhances the stakeholders to comprehend and handle development agenda in a wider context which is durable.

On communication, the findings are supported by Afande,(2018) and Kitivi (2017) who pointed out that failure of proper communication among relevant stakeholders, especially the local community, might lead to suspicion and incitement by community leaders, making the community not to own the project leading to failure once the donor withdraws .However the poor level of communication within this project is also supported by Nthenge (2017) study of donor funded projects in Wenje water projects in Tana River County who observed that low level of education among project community hinders effective communication. The majority of 69.5% of the respondents agreed that there is representation of members in the project management meetings, while 36.3% of respondents agreed that the project has well-structured systems of communication. This is

in accordance with Kitivi (2017), who argued that proper communication among the stakeholders is considered as a key factor to ensure success and long-term sustainability of the project. He emphasized on effective way of communicating among all key stakeholders right from the initiation and implementation stages as this enhances project ownership among the stakeholders especially when designing and implementing any community project over and above developing adequate and relevant models of project success.

Ekanayakage and Halwatura (2018) in their study in Ghana found that proper communication builds an environment of trust among the stakeholders promoting effective resources utilization. Their findings further suggested that communication is one of the key factors that influence project cost performance and long term sustainability.

On management practices the finding of this study is supported by Sabbil and Adam's (2018) study in Sudan observed that lack of management skills among the local communities' hindered participation and involvement which has seen many projects suffer due to poor management. Further this also supported by Nthenge (2017) study of donor funded projects in Wenje water projects in Tana River County who observed that low level of education among project community hinders effective training of management skill to the local communities. Kinyua, et, al., (2017) noted that good management skills and environment of trust are essential in projects, and this is usually linked to good performance, which in turn leads to the achievement of project long term objectives and sustainability and emphasizes that effective managers in projects must make sure that enough local capacity, and human resources exist to keep on the project before the outside resources are withdrawn.

The findings also revealed that management practices is of particular importance to the

success of food security projects because of the significance levels found. With the majority implementers lacking capability in leadership as revealed by majority 45% respondents, it then implies that, community members involved in the project are not motivated by the management and the majority of 83% of respondents disagreed that project members are appreciated and rewarded for their inputs in the project which shows that there is inadequate leadership skills and knowledge required for these projects to succeed in South Kivu province.

Zhang and Faerman, (2007) in their research on projects also concluded that 80% of projects fail because of poor leadership and lack of capacity of community members. Their findings further suggested that poor leadership skills reflected limited or no teamwork, inadequate communication, and an inability to resolve conflicts as well as other human related inefficiencies.

On community participation, the findings of this study differs with scholars such as Kisang (201 E., Irandu, E., & Malii, M. J. (2017), Agle, et, al., (2018) and Takim, R., and Adnan, H. (2019) who advocated that involving the government and the community from the beginning of the project until when time is due for withdrawal of funds or end of the project helped in enhancing project performance and sustainability.

The findings of the study revealed that majority 47.1% of the respondents disagreed that the project management encourages community participation in project activities. The majority of respondents 79.7% agreed that the project has no mechanism to make follow-ups on community's concern. Wanjiku (2017), further argued 66.7% of the poverty and hunger-related eradication projects in sub-Saharan Africa fail due to lack of community participation right from designing, planning, execution, monitoring, evaluation and

learning of the project.

### **5.2.1. Community capacity building**

The first specific objective was to establish the effects of community capacity building on the performance of food security projects in the South Kivu. The results from Pearson Correlation indicated that Community capacity building had a positive correlation and significant effect on performance of current food security projects. This implied that the community capacity building increases the competence of the stakeholders to solve conflicts, perform key functions, and finally achieve the desired objective as advocated by United States Agency for International Development that capacity building approaches facilitate objective achievement and enhances the stakeholders to comprehend and handle development agenda in a wider context which is durable.

### **5.2.2. Communication**

The second specific objective was to investigate the effects of proper communication on the performance of food security projects in the South Kivu. Both descriptive and inferential statistical methods were done to determine how proper communication affects projects performance in the South Kivu province of the DRC. The study findings indicated that proper communication had a strong correlation on projects performance in the South Kivu province as failure of proper communication among relevant stakeholders, especially the local community, might lead to suspicion and incitement by community leaders, making the community not to own the project leading to failure once the donor withdraws.

### **5.2.3. Management practices**

The third specific objective was to assess how management practices influence

on the performance of food security projects in the south Kivu. Both descriptive and inferential statistical methods were done to determine how management practices affects the performance of food security projects in the south Kivu. The study findings indicated that lack of management skills among the local communities' hindered participation and involvement which has seen many projects suffer due to poor management. Multifaceted management skills are required for attainment of long-term project success and sustainability because most donor projects aimed at alleviating poverty problems especially in less developed countries are complex due to political interference and low levels of education among the local communities. This implied that there was statistically significant relationship between management practices affects the performance of food security projects in the south Kivu.

#### **5.2.4. Community participation**

The fourth specific objective was to assess how community participation influence food security projects performance in the south Kivu. Both descriptive and inferential statistical methods were done to determine how community participation influence food security projects success in the south Kivu. The study findings indicated that community participation in electing leaders, sustainability was better than the opposite. Involving the community in every stage of its own agenda of development ensures that the proposed agenda considers target community needs and expectations, incorporate local resources, create enabling environment and builds capacity to undertake future projects and enhance facilities, distribute returns equitably and help reduce overall project costs. This implied that there was statistically significant relationship between community participation and food security projects performance in the south Kivu.

### **5.3 Summary of Main Findings**

This study sought to establish the factors that influencing performance of food security projects in Walungu territory in the south Kivu Province of the DRC. Specifically, the study sought to establish the effects of community capacity building on the performance of food security projects, to investigate the effects of proper communication and sharing of information on the performance of food security projects, to determine how management practices influence the performance of food security projects, to find out how community participation influence the performance food security projects in Walungu territory in the South Kivu province of the DRC. The study findings showed that the community capacity building increases the competence of the stakeholders to solve conflicts, perform key functions, and finally achieve the desired objective

The study findings also indicated that proper communication had a strong correlation on projects performance. However, the findings of this study indicated that lack of management skills among the local communities' hindered participation and involvement which has seen many projects suffer due to poor management.

### **5.4 Conclusion**

From the study findings, it can be concluded that community capacity building has positive significant effect on the food security projects performance in the south Kivu.

The study concluded that the proper communication is crucial on food security projects performance in the south Kivu. The conclusion was based on Pearson Correlation which found that proper communication had positive correlation and significant effect on food security projects performance in the south Kivu. This is because proper communication builds an environment of trust among the stakeholders promoting effective

resources utilization and is one of the key factors that influence project cost performance and long-term sustainability.

Community participation was crucial as 66.7% of the poverty and hunger-related eradication projects in sub-Saharan Africa fail due to lack of community participation right from designing, planning, execution, monitoring and evaluation. The study concluded that community participation had a positive correlation with significant effect on food security projects performance in the south Kivu.

The study therefore concluded that , success of food security projects in South Kivu province and Walungu in particular, are far from being realized probably due to low capacity and capabilities of the local community' management skills ,leadership and communication. Further, the failures could be due to lack of community participation right from designing, planning, execution, monitoring and evaluation. Proper Communication is crucial on food security projects performance in the south Kivu. This is because proper communication builds an environment of trust among the stakeholders promoting effective resources utilization and is one of the key factors that influence project cost performance and long-term sustainability.

It is therefore conclusive that, despite improvements in the projects' leadership methodologies and implementation strategies in the designs, many of these projects have continued to fail due to low local capacity, leadership skills of recipients, lack of community participation to ensure ownership of the projects by local community.

## **5.5 Recommendations**

The future success of food security projects in Walungu territory in the South Kivu province of DRC will depend on ability of government and donors to make long-term

decisions based not on long standing rules, regulations, procedures and guidelines but based on thorough scanning of the capacity of local community for project sustainability.

Therefore, the study recommends that:

- i. On institutional capacity factors; The DRC government in collaboration with donors should employ and train the community especially the youths to build their capacities as technical officers who should be deployed in security food projects to help in the management of community food security projects in DRC. They should endeavour to take into cognizance and put in place enhanced projects' management capabilities that can sustain and advance their competitiveness through training sessions to put them in the same level of projects' knowledge base, management skills and leadership capabilities.
- ii. The DRC government should enact laws that require all donor funded projects to involve the government and the community from the beginning of the project until when time is due for withdrawal of funds or end of the project to help in enhancing project performance as most of the community project failed soon after the withdrawal of donors as the community were not empowered with relevant skill to manage the project.
- iii. Both donors and the Government should adopt a situation where withdrawal of funds and technical support in terms of management skills is done at a gradual way and not once to allow a smooth transition to avoid failure of security food projects as well as capacity build the community through trainings and workshops to reduce the amount spent on hiring technical expertise and the overall costs of running the project.



- iv. There is the need for the government to address the issue of both secondary and tertiary institutions of learning for the community to further their studies in order to increase their education level and skills not only depend on the technical experts from the donors.
- v. On operational strategy factors; the study recommends that adequate resources allocations be considered for communication; management practices in food security projects. The lead agencies/organizations of these projects should emphasize the importance of good communication as failure of proper communication among relevant stakeholders, especially the local community, might lead to suspicion and incitement by community leaders, making the community not to own the project leading to failure once the donor withdraws.

### **5.6 Areas of Further Research Studies**

This study investigated the factors that influencing food security projects performance in the south Kivu Province of the DRC. Specifically, the study sought to establish the effects of community capacity building on the performance of food security projects and hence the results are not generalizable to other donor funded security food projects in other counties. Therefore, the study recommends that further studies ought to be carried out on the factors that influencing food security projects performance in other counties. In addition, the study found that 80.3% food security projects success in the south Kivu Province of the DRC could be explained by community capacity building, proper communication, management practices and community participation. As such, further studies ought to be performed to assess other factors that influence food security projects performance in the south Kivu Province.

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**APPENDIX I:****INTRODUCTION LETTER**

Mariamamu Aganze  
Africa Nazarene University  
P. O Box ... 53067 – 00200  
Nairobi, Kenya

**RE: Request to fill in the Questionnaire**

Dear Respondent,

I am a graduate student at African Nazarene University, researching the factors influencing Food Security Projects in Southern Kivu in DRC Congo. It is a partial fulfilment of the requirement of the Master of Business Administration degree program at African Nazarene University.

You have been randomly selected among many to participate in this study. It is estimated that it would take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is essential for the accomplishment of this study, and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

Its academic research and confidentiality are strictly observed; your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Yours faithfully,  
Mariamamu Aganze

A handwritten signature in blue ink, appearing to be 'M. Aganze', is written below the typed name.

## APPENDIX II: RESEARCH QUESTIONNAIRE

I am a student at African Nazarene University taking an MBA course. As part of my academic requirements, I am carrying out a study on "Factors influencing food security project in Southern Kivu in DRC Congo." Please assist in filling this questionnaire to enable me to complete writing this research. Thank you.

Please answer all Questions by inserting a TICK where appropriate or please write in the space provided.

### SECTION A: Personal Details

1. Your age in years.
2. 25 – 35 ( ) b) 35-45 ( ) c) 45 -55 ( ) d) 55 and above ( )
3. Please indicate the number of years you have worked in this project.
  - (a) Less than 5 years ( ) b) 5-10 years ( )
  - c) 11-15 years ( ) d) Over 15 years ( )
4. Which level of capacity do you serve the project?
 

Top management level	<input type="text"/>
Middle Management level	<input type="text"/>
The lower level of management	<input type="text"/>
Committee member	<input type="text"/>
5. How many beneficiaries does project serve?
  - a) 1-12 ( )
  - b) 13-20 ( )
  - c) 21- 30 ( )
  - d) 31 – 50 ( )

e) More than 50 ( )

6. For how long has your project been in existence?

a) Less than one year ( )

b) 1-3 years ( )

c) 4-8 years ( )

d) 9 – 12 years ( )

e) Above 12 years ( )

7. Has your community benefited from the project fully?

Yes ( ) No ( )

b) If yes to the above question state

how.....

### **SECTION B: Community Capacity building**

8. Please indicate the extent to which you agree with the following statement relating how capacity building has influenced the success of food security projects in Southern Kivu Where; strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1



Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The management have a schedule for capacity building during the year.					
There are regular internal workshops for capacity building.					
Management conducts regular trainings to promote skills development.					
Regular f audits are conducted to check skills of the members					
Background checks conducted on members before project commences.					
Management reward members who attend trainings					
Members embrace the idea of trainings and workshops.					
Training resources in the project are diligently utilized.					
The project has an annual budget for capacity building.					

### SECTION C: Proper communication and information sharing

Please indicate the extent to which you agree with the following statements regarding how Proper communication and information sharing has influenced the food security projects in Southern Kivu Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The project has well-structured systems of communication and information sharing channels					
There are frequent meetings to update members of the project progress					
Members are allowed access project performance information in the approved system.					
The project conducts regular awareness campaign on the project programs to improve stakeholder's participation.					
The project open days for members to attend and interact with project					

management on project issues					
There is representation of members in the project management meetings.					
There is always timely feedback for issue raised by the members.					

### SECTION D: Management practices

9. Please indicate the extent to which you agree with the statements about management practices. Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The management of the project are highly responsible					
The management integrates member's views in their decisions.					
The management rewards its staff competitively.					
The staffs are always motivated to by management.					
Managements gives feedback to issues raised by members					
Project members are appreciated and rewarded for their input in the project.					
The management promotes stakeholder involvement in project management affairs.					

## SECTION E: Community participation

10. Please indicate the extent to which you agree with the following statements regarding the use of fraud reporting systems in your organization. Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The project management encourages community participation in project activities					
The management has community register					
Management regularly holds community meetings					
Management always makes follow-ups on issues raised by community.					
Management has a mechanism of identifying and addressing community issues					
Management has the responsibility to report to community on the activities of the project annually.					
Suggestion boxes are also used to					

gather community complains and suggestions.					
Community is given an email to give their input or feedback on the project activities and progress.					
The project has a mechanism to make follow-ups on community's concern.					

### SECTION E: Project success

11. Please indicate the extent to which you agree with the following statements regarding the project success. Where, Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The project has been very successful.					
The project has made the community food sufficient					
Fraud reports are always confidential.					
The project has improved the general welfare of the community					

The project has resulted to effective utilization of the community resources.					
The project has fully empowered the community through capacity building.					
The project has resulted to decline of issues of malnutrition and poverty levels in the community					
The project has improved the economic status and living standards of the community					
There is good communication and information sharing between the project and all stakeholder					

(11) Briefly explain how the following factors have influenced the success of food security projects in Southern Kivu

(i) Dependency on donor funds

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(ii) Weak sustainability structures

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..... (iii) Political interference.

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(iv)Corruption.

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(v) High poverty levels.

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(12) In your own view which other factors do you think influence the success on food security project in Southern Kivu?

.....

THANK YOU



APPENDIX III: MAP OF STUDY AREA

