International Journal of Academic Research and Development
ISSN: 2455-4197; Impact Factor: RJIF 5.22
Received: 12-11-2019; Accepted: 16-12-2019
www.academicjournal.in
Volume 5; Issue 1; January 2020; Page No. 54-60

Factors influencing sustainability of community water projects in Tanzania case study of water projects sponsored by compassion international in Olkolili, Siha district

Jennifer Nizigama Kidebuye[1], Dr. Samuel Obino Mokaya[2*]
[1, 2] School of Entrepreneurship Procurement and Management, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya

Abstract
This study aims at assessing factors influencing the sustainability of community water projects in Tanzania, using a case of Compassion International Tanzania sponsored water projects in Olkolili, Siha District. The study was conducted looking at the way in which the theories of Demand Responsive Approach, Asset-based community development model and system theory were employed in implementing sustainable community development projects. Data was collected through questionnaires from 89 respondents and analyzed through descriptive and inferential statistics tools of Statistical Package for the social sciences. In addition, multiple regression was computed to determine the relative importance of contribution of the three variables with respect to Sustainability of the water project. The study revealed that, of the three factors under study, community participation had the highest significance contribution *p* (0.00) followed by resources availability with the least significance contribution *p* (0.05) to the sustainability of PEFA Olkolili compassion sponsored water project.

Keywords: project sustainability, community participation, resources availability, leadership capacity

1. Introduction

1.1 Background to the Study

The problem of water projects sustainability in Tanzania is a historical phenomenon. It can be traced back to the early 1960s, when Tanzania gained its independence. During that period, the government formulated a free water policy for all. The policy was put in place in 1969. Hence, rural people were no longer required by law to pay for their water services. In 1971, this policy was consolidated, and the government declared to provide rural people an easy access to water facilities and free water services, within 400 meters from their household by the year 1991 (Kasiaka, 2004) [9].

The economic crisis forced the government to introduce cost sharing strategies in construction, operation and maintenance of water schemes. It was through Village Water Committee that communities were to participate in the initiation phase, planning, construction, operation and maintenances of water project activities. However, free water services did develop in the peoples' minds a no commitment syndrome. Hence, it became difficult to convince the community to engage and participate in water project activities and particularly, paying for water service charges. Therefore, beneficiaries lacked the sense of ownership, which then affected operations and maintenance of water schemes as well as its sustainability. The study therefore aimed at determining the factors influencing the Sustainability of community development water projects in Tanzania with specific reference to Compassion International sponsored water project at PEFA Olkolili.

1.2 Research Problem

In Tanzania, the government and other non-governmental organizations/institutions like World Bank had been implementing many water projects, however most of them last only for a short period due to a number of factors like system failure, lack of regular maintenance, lack of funds, manipulation of the systems, lack of accountability, control and legitimacy.

Despite, the immense importance of compassion sponsored community development water projects in providing local church partners with resources to implement improved water and sanitation solutions for use at the project and home in ensuring access to clean water services; no study has been conducted to establish factors influencing sustainability of the projects. This study therefore was set to determine the factors influencing sustainability of community development projects at PEFA Olkolili water projects

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to determine the factors influencing the sustainability of community water projects in Tanzania, using Compassion International Tanzania sponsored water projects in Olkolili, Siha District.

1.3.2 Specific Objectives

1. To determine the extent to which community participation influences the sustainability of community water projects in Tanzania.
2. To establish the extent to which resources availability influences sustainability of community water projects in Tanzania
3. To examine the extent to which leadership capacity influences sustainability of community water projects in Tanzania.
4. To determine the level of water project sustainability in Tanzania.

1.4 Research significance

The study was important in identifying and understanding

reasons for success of community development projects after the implementation of donor supported projects that have been in operation for over seven years.

2. Material and Methods

2.1 Scenario of the Sustainable Water Projects in Tanzania

About 80% of Tanzania's populations estimated at 34 million live in rural areas. Despite significant investment in the Rural Water Supply (RWS) since the early 1970s, presently only about 50% of the rural population has access to a reliable water supply service. However, due to poor operation and maintenance, over 30% of the rural water supply schemes are not functioning properly (NWP, 2002).

It was with this notion that the Tanzania National Water Policy set out direction for achieving sustainable development and management of the nation's water resources for economy-wide benefits and increased availability of water supply. The National Water Policy stipulates that communities are responsible for full cost recovery, which means the recovery of the complete cost of the installation of the system, as well as covering costs for operation and maintenance. Therefore, sustainability is not just reaching the design life of a technology, but about the ongoing availability of clean, affordable and accessible water (NWP, 2002).

The National Water Policy (2002) identifies seven prerequisites for sustainable rural water supply:

1. Adopting the principle of managing water schemes at the lowest appropriate level,
2. The beneficiaries themselves establishing, owning and managing their water schemes,
3. Ensuring full cost-recovery for operation and maintenance, and replacement,
4. Facilitating availability of spare parts and know- how for timely repair and maintenance of the schemes through standardization of equipment and promotion of private sector involvement,
5. Protection of water sources areas,
6. Reconciling the choice of technology and the level of service with the economic capacity of the user groups, and
7. Recognizing women as being among the principal actors in the provision of rural water supply services (NWP, 2002).

With all the above government efforts on provision of water service to its people, still there are few areas where community is still faced with water shortage.

2.2 Theories related to Sustainability

2.2.1 Asset-Based Community Development Model

Asset based approach sees communities as active and equal partners that need to be engaged in new ways of working at all stages of community project development. This argument provides a significant challenge to the system to build new and positive relationships with communities based on trust and mutual benefit which are key requisite for development sustainability. According to Asset Based Community theory, the latent capability of the community requires effective leadership which may determine community development structures and their participation hence realizing Development project sustainability (Christina, 2009 & GIZ, 2013).

2.2.2 Demand Responsive Approach

Demand Responsive Approach based policies mean that the community must take the lead in water supply interventions. They also make meaningful contributions to their project in the form of cash, labour or in-kind contributions. And, in the long term, the communities must take responsibility for sustaining their systems. Demand Responsive Approach inspired policies are being promoted by many donors in the belief that they will effectively achieve sustainable water supplies (Breslin, 2003) [1].

2.2.3 System Theory

Projects and project management take place in an environment that is broader than that of the project itself. Understanding the framework in which the project takes place helps ensure that work is carried out in alignment with the goals of the enterprise and managed in accordance with the established practice methodologies of the organization (PMI, 2008). Having this understanding helped the researcher to find out whether leadership capacity, community participation and resources availability as subsystems are considered to have the inter-relations and contributions to the sustainability of PEFA Olkolili water project as a system

2.3 Factors Influencing Project Sustainability

2.3.1 Community Participation in relation to Project Sustainability

Per compassion international the local church partner is required to engage multiple stakeholders in the church and community development projects. The local church is both independent of and deeply respected by Compassion, and therefore the ministry needs to be carried out in a spirit of partnership. Partnerships succeed when individuals on both sides of the relationship are given authority and responsibility to make it successful. Compassion does not want to do for the church what she can and should do for herself (PFM, 2018). In this study; the researcher was interested in determining the extent to which benefiting community (PEFA Olkolili) participated in the initiation, planning, monitoring and control; and implementation of the Compassion sponsored water project and how that participation contributes to the sustainability of the water project at their local church.

2.3.2 Resources Availability in relation to Project Sustainability

Per Compassion International every church partner that have a child ministry program is required to have the capacity to mobilizes community resources to support the ministry to children where it can mobilize technical assistance and financial resources independently of Compassion. Mobilizing local resources is developmentally important, shows local ownership and helps support long-term sustainability of local ministry (PFM, 2018). In relation to this aspect; the researcher was interested in establishing the extent to which Local resources were mobilized and contributed to the implementation of the water project and how the contribution worked in influencing the sustainability of the PEFA Olkolili Compassion International sponsored water project.

2.3.3 Leadership Capacity in relation to Project Sustainability

As per compassion International; a partner local church leadership is required to reflects strong partner church vision and values, should have an accountability system in place that has a meaningful role in influencing and overseeing the program and should have a committee of people who makes and implements effective plans (PFM, 2018). These desired outcomes cannot be achieved unless the leaders are trained in various ministry related issues. In that situation when an intervention is designed to meet a certain community need at the implementing church partner; the church leadership is trained on how to get engaged in designing of the intervention, implementation and maintenance of the project.

2.4 Empirical review

Empirical studies have been carried out in Latin America, Asia and Africa. The findings from these studies provided useful information that assisted this study to be carried out in the manner of finding out how the three factors might act as positive contributors to the sustainability of the water project in Tanzania.

In the study by Briscoe and Ferranti; rural water projects in Thailand and Malawi had adopted a community participatory framework for planning, and water systems were reported to be functioning well several years after their installation. Communities in these areas had contributed cash and labor to the capital cost of the water system depending on the level of service provided by the system. Community members were also made aware that they would be responsible for the ongoing operation and maintenance of their systems. Based on the findings of these case studies, the authors hypothesized that community participation, resource availability and leadership capacity ensured the sustainability of water infrastructure (Briscoe and Ferranti, 1988) [2].

In Tanzania surveys have found that only 46% of existing rural water points are functional, and a quarter of the newly installed systems fail after only two years of operation. This problem of lack of sustainability is associated with lack of finance especially for operation and maintenance, lack of technical personnel at the project level, lack of spare parts and lack of community participation and ownership. Hence if the factors of community participation, resources availability and leadership capacity could have been taken care during the projects inception; sustainability of the project would have been achieved (Hayson, 2006).

2.5 Conceptual Framework

This section provides the structural narrative description of the relationship between the variables forming the concepts of the study on sustainability. This framework illustrates the possible underlying factors that influence sustainability of community water projects. It shows project sustainability as the dependent variable, which the study tries to explain how it is influenced by the independent variables. The following conceptual research model was developed as shown in Figure 1.

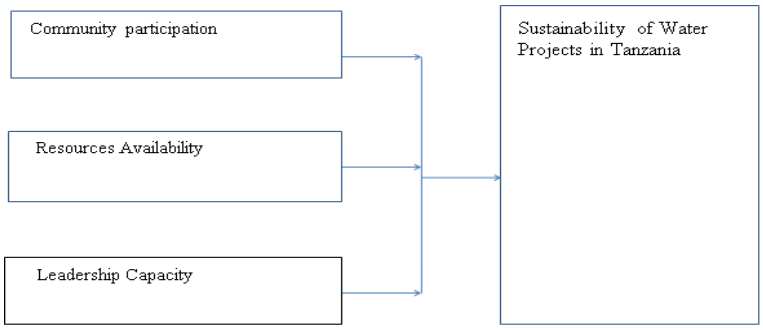

Fig 1: Conceptual Framework

2.6 Research Methodology

The research design of this study was a non-experimental, explanatory that used correlation and multiple regression analysis to measure the relationships of the predictive variables (community participation, resources availability, leadership capacity) and the dependent variable of water project sustainability. The level of significance in the study was set at $p<.05$, as that is the customary level used when working on significance (Krawthol and Anderson, 2001). To check the statistical significance and relative importance of each predictive variable, the researcher examined the unstandardized coefficient beta weights and the standardized beta weights of each predictive variable. In addition, an R squared was used to examine the relationships between the various predictive variables and the dependent variable.

This research was carried out at PEFA Olkolili Church in Olkolili ward of Siha District and the target population comprised the project beneficiaries and Compassion staffs. The study covered 200 registered beneficiaries' caregivers at the center, 5 Child ministry committee members, 3 child development workers, 94 church members, 5 church leaders and 95 Compassion International staffs; making up 402 population that have direct involvement into the PEFA Olkolili water project.

A census inquiry was targeted for the Child development workers, Child Ministry Committee members and church leaders because their population is small. For the registered beneficiaries' caregivers, Compassion international staffs and Church members the proportional representation to make a set of about 92 sample size was used.

In this study the alpha level used in determining sample sizes was.05; margin of error was.03 hence by using Bartlett *et al*. (2001) table of determining sample size for continuous data; for a target population of about 402, the sample size was 92 respondents.

Questionnaires and desk study are the two data collection methods that were employed in the study. To collect primary data; the questionnaires technique in the mixed form of Likert scale type, bipolar, open ended questions as

well as closed ended type of questions was administered to the registered beneficiaries' caregivers, church members, the Church leaders, Compassion International employees, child ministry committee members and child development workers.

Data collected from the questionnaire survey was analysed by using descriptive and inference tools such as mean, standard deviation, Analysis of variance (ANOVA), Correlation analysis and regression analysis.

3. Results and Discussion

3.1 Response Rate

The responses were received from a total of 89 respondents equivalent to 96.7%. The return rate of the questionnaires administered is presented in Table 1.

Table 1: Respondents Return Rate

Respondents	Target	Return	Return rate (%)
PEFA Olkolili leaders	13	13	100
Registered beneficiaries' caregivers	41	41	100
PEFA Olkolili Church members	19	19	100
Employees of Compassion International Tanzania	19	16	84.21
Total	92	89	96.7

According to Baruch and Holtom (2008), the satisfactory average level of response rate for studies that utilized data collected from individuals is 52.7%, therefore this response rate obtained for this study can be used as a justification for the feasibility of the study as it is above the satisfactory level.

4.2 Relationship between community participation and project sustainability

The research established the relationship between community participation and sustainability of PEFA Olkolili water projects using Pearson Correlation Coefficient as presented in Table 2.

Table 2: Correlation Coefficient between Community participation and sustainability

Community Participation	Sustainability
Pearson Correlation	.730**
Sig. (2-tailed)	.000
N	89

**. Correlation is significant at the 0.01 level (2-tailed).

The study revealed that community participation influenced sustainability of community water project at PEFA Olkolili to a very great extent. The researcher concluded that when community involvement in water projects cycle is high; the project sustainability becomes possible.

4.3 Relationship between Resources Availability and Project Sustainability

The relationship between resources availability and project sustainability was examined to establish the relationship. Pearson Correlation Coefficient was computed to establish the relationship. Results in Table 4.14 show that there is a significant positive correlation coefficient where [r (89) = 0.65, p (0.000) < 0.01] which shows a strong relationship between resources availability and water project sustainability.

Table 3: Correlation Coefficient between Resources Availability and Sustainability

Resources Availability	Sustainability
Pearson Correlation	.647**
Sig. (2-tailed)	.000
N	89

**. Correlation is significant at the 0.01 level (2-tailed).

These finding showed that resources availability play a major role in the sustainability of water project as its influence was observed to be high. The results indicated that sustainability of the water project depends on the ability to mobilize resources and manage the collected money contributed by the community as water fee so that it can be used to meet the water system operational and maintenance costs to ensure the sustainable delivery of the service to the community.

The results are in agreement with Compassion International sustainability plan that requires projects/ intervention budgets to show a diminishing dependence on Compassion resources as a true indicator that autonomy or a self-supportive state is in the process of being attained (Compassion, 2011). It also agrees with Compassion standard that requires local partnering church to mobilizes technical assistance and financial resources independently of Compassion to support them achieve the desired results (PFM, 2018).

4.4 Relationship between Leadership Capacity and Project Sustainability

The relationship between leadership capacity and project sustainability was examined to find out whether it existed. Pearson Correlation Coefficient was computed to establish the relationship. Results in Table 4.19 show that there is a significant positive correlation coefficient where [r(89) = 0.66, p (0.000) < 0.01] which showed a strong relationship between leadership capacity and water project sustainability.

Table 4: Correlation Coefficient between Leadership Capacity and Sustainability

Leadership Capacity	Sustainability
Pearson Correlation	.658**
Sig. (2-tailed)	.000
N	89

**. Correlation is significant at the 0.01 level (2-tailed).

The overall result indicate that the community requires effective leadership with visions which may influence community members to be engaged in developmental projects hence realizing project sustainability. This is an agreement with the center for creative leadership argument that states that without the ability to influence the heads, hearts, and hands of others, the truly important things in work and in life can't be achieved." Effective leaders don't just command; they inspire, persuade, and encourage. Without the capacity to influence others, your ability to make what you envision a reality remains elusive because, after all, no one can do it alone (Hallenbeck, 2017)

4.5 Contribution of Community participation, Resources Availability and Leadership Capacity to the Sustainability of Water Project

The study computed regression coefficient to check whether there was significant contribution of community

participation, resources availability and leadership capacity to the sustainability of water projects. A multiple linear regression was computed as presented in Table 5.

Table 5: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.758[a]	.575	.560	.34708	1.136
a. Predictors: (Constant), Leadership, Resources, Community					
b. Dependent Variable: Sustainability					

The model summary results displayed in Table 4.25 showed that the three predictors had been explained as 56% (R2 = 0. 58, F (3, 85) = 38.36, p < 0.01). The predictive variables of community participation, resources availability and leadership capacity are displayed in the model. The R Square in a multiple regression explained variation that can be observed to all the predictors in a progression.

Analysis of variance output indicated that the three variables were found to be significant predictors to the water project sustainability as indicated in Table 6.

Table 6: Analysis of variance - ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.864	3	4.621	38.361	.000[b]
	Residual	10.240	85	.120		
	Total	24.103	88			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant), Leadership, Resources, Community						

Analysis was conducted to test the unique contribution between the predictive variables and the dependent variable by assigning coefficients to each predictive variable as displayed in Table 7; the beta weight and statistical significance were analysed and examined.

Table 7: Regression Coefficient – Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.181	.439		2.692	.009
	Community	.316	.088	.441	3.584	.001
	Resources	.221	.110	.212	2.015	.047
	Leadership	.214	.138	.177	1.546	.126
a. Dependent Variable: Sustainability						

Based on the results in Table 7 above; only two predictive variables were shown to be significant at the.05 level; these are community participation (β=0.32, p<0.05) and resources availability (β=0.22, p=0.05). However, examination of the regression coefficient revealed that leadership capacity did not have a statistically significant impact on project sustainability (β=0.21, p>0.05).

Finally; the regression model of the factors influencing sustainability of water project in Compassion sponsored project was expressed as:

Sustainability = 0.316*Community Participation + 0.221*Resources availability + 0.214*Leadership Capacity + 1.181

Furthermore; in identifying which factor had significant contribution to the sustainability of the water project; community participation and resources availability variables were significant as their P-values were less than 0.05. In terms of magnitude, the findings indicated that community participation had the highest influence on sustainability of the water project, followed by resources availability while leadership capacity had no significant contribution to the sustainability of the water project.

5. Conclusions and Recommendations

5.1 Conclusion

The study was guided by the following research hypothesis formulated to aid in gathering the information regarding the research topic:

1. There is no statistical significant association between community participation and the sustainability of community water projects in Tanzania.
2. There is no statistically significant association between resources availability and sustainability of community water projects in Tanzania
3. There is no statistically significant association between leadership capacity and sustainability of community water projects in Tanzania

After the computation of regression coefficient; two of the three null hypotheses have been rejected because the study discovered that there is a strong, positive relationship between community participation, resource availability, leadership capacity with water project sustainability. On testing each individual factor contribution using multiple regression; two variables that is community participation (β=0.32, p<0.05) and resources availability (β=0.22, p=0.05) showed to have a significant contribution towards project sustainability because their p-value was lower than the alpha 0.05. However, examination of the regression coefficient revealed that leadership capacity did not have a statistically significant impact on project sustainability (β=0.21, p>0.05). as it had a p- value higher than the alpha 0.05.

Also, the study found out that there is consistency in supply of water service to the community for more than six years; even in dry season when other sources of water are not functioning well and even when the systems gets breakdown the water system is fixed timely hence sustainability assured. The overall mean level perception of project sustainability was observed to be high (M = 4.46, SD = 0.52).

5.2 Recommendations

Community participation helps the community members become aware of their role and responsibility in the process that leads to having the sense of ownership which assures sustainability of the project; and this should be encouraged in all water project be it sponsored by NGOs, Donors and government agencies. And for a water system to be sustainable; to be able to provide the required service to the community there must be available resources for operational and maintenance of the system when there is breakdown. Hence for any developmental agency to initiate and implement a water project at a specific community there is a need to first have the commitment of local community on how they will mobilize resources, manage and utilize them to maintain the water system.

The researcher proposes for more comparative researches to be conducted to verify and find out what is missing that contributes to failure or success of community developmental water projects in the country be it sponsored by Compassion International or other developmental

agencies. Further research in this area will lead to creating the best approach that needs to be taken into consideration to ensure sustainability of the future developmental community water projects in Tanzania.

6. Appendices

RE: Requesting for Support on Academic Research Questionnaire Response

The heading above is concerned. My name is Jennifer Nizigama Kidebuye. I am a Master's student at Jomo Kenyatta university of Technology and Agriculture- Arusha Campus; pursuing Masters of Science in Project Management.

I am undertaking an academic research on factors influencing sustainability of Compassion International sponsored water project and your local church have been selected for this study. Attached is a copy of the questionnaire intended to be used to collect data and I hereby humbly request you to support me in providing the required accurate information. Apart from that please help me to request the church members and project beneficiaries to support me in providing the responses. The questionnaire focuses on four areas; sustainability of the water project, Community participation; Local resources contribution and management and leadership capacity. The questions in this questionnaire are mainly for academic purpose only and not evaluating the Compassion Partnership issues.

Thank you for your cooperation.

Yours sincerely, Jennifer N. Kidebuye

MSc. Project Management Student, Jomo Kenyatta University of Agr. & Technology

Appendix 2: Questionnaire

Dear Respondent,

My name is Jennifer N. Kidebuye, a Master's student at Jomo Kenyatta University of Agriculture and Technology. This questionnaire is aimed at gathering information regarding the factors influencing community development water project sustainability Sponsored by Compassion International at PEFA Olkolili in Siha District, Kilimanjaro region, Tanzania.

You are kindly requested to fill the questions depending on the instructions given. The information you provide will be treated with utmost confidentiality and will be used for academic purpose only. Please do not write your name.

Thank you for your support

7. Acknowledgement

I give all the glory and honor to God for His grace throughout this course. I express heart felt appreciation to the Administration of Jomo Kenyatta University of Agriculture and Technology, Arusha Campus for the opportunity granted to me to pursue master's degree at their institution.

Am indebted to my supervisor; Dr. Samuel Obino Mokaya for his professional guidance, cooperation, unlimited support, commitment and understanding throughout the project period.

My appreciation to Compassion International Tanzania leadership for their financial and unlimited moral support during my studies period. Special thanks to my workplace supervisors; Mr Ezekiel Moses Maguzu and Makene Elias Mafwele for their encouragement to continue pursuing the course regardless of the tight work schedules.

A lot of gratitude to the church leadership of the implementing church partner whom I worked with in collecting my research data; their supportive contribution in making this study a success is highly appreciated.

I acknowledge the support, constructive criticism, experiences, contribution and advice of co-workers, friends and classmates who have been of great value in the course of my study. May the Lord God Almighty bless you.

I also acknowledge my family members for their support and encouragement that has always inspired me to work hard with determination in life

8. References

1. Breslin ED. Demand response approach in practice: Why sustainability remains elusive. Paper presented at the 3rd World Water Forum, March 2003, Japan, 2003.
2. Briscoe J, Ferranti de D. Water for Rural Communities, Helping People Help themselves. Washington, D.C: The International Bank for Reconstruction and Development /World Bank, 1988.
3. Compassion International. Compassion International Church Philosophy. 12290 Voyager Parkway, Colorado Springs, CO 80921, USA: Compassion International, 2011.
4. Compassion International. Compassion International Partnership Philosophy. 12290 Voyager Parkway, Colorado Springs, CO 80921, USA: Compassion International, 2011.
5. Compassion International. Compassion International Poverty Philosophy. 12290 Voyager Parkway, Colorado Springs, CO 80921, USA: Compassion International, 2010.
6. Compassion International. Program Field Manual. Version 2.6. 12290 Voyager Parkway, Colorado Springs, CO 80921, USA: Compassion International, 2018.
7. Goovaerts P, Gasser M, Inbal AB. Demand-Driven Approaches to Livelihood Support in Post-War Contexts. A Joint ILO-World Bank Study, 2006.
8. Haysom A. A study of the factors affecting sustainability of rural water supplies in Tanzania. Msc water management, community water supply. Cranfield University. Silsoe Institute of Water and the Environment, 2006.
9. Kasiaka K. Participatory Planning and Sustainability of Water. TASAF Water Project. Tanzania: University of Dar es salaam Press, 2004.
10. Ochelle GO. Factors influencing sustainability of community water projects in Kenya: a case of water projects in Mulala Division, Makueni County. University of Nairobi, 2012.
11. Project Management Institute. A Guide to the project management body of knowledge (4th Ed.), vol.2. Pennsylvania, USA, 2008.
12. The United Republic of Tanzania. Ministry of Water and Livestock Development. National Water Policy, 2002.
13. The United Republic of Tanzania. National Report for the United Nations Conference on Sustainable Development, Rio+20, 2012.
14. UNDP-WSP. Getting Africa on Track to Meet MDGs on Water and Sanitation; A Status Overview of Sixteen African Countries, Nairobi, Kenya; Water and Sanitation Program Africa, World Bank, 2006.

15. United Nation Sustainable Development Goals Report. Clean water and sanitation, 2018.
16. World Bank Report. Millennium Development Goals, 2007. http://ww.un.org.
17. World Bank. Bruntland Commission Report Analysis. New York, NY: World Bank, 2005.
18. World Development Report, Sustainable Development in Dynamic World. Washington D.C: World Bank, 2003.
19. World Bank. The role of community participation in development planning and project management. Report of a workshop on Community Participation held in Washington D.C. Economic Development Institute, 1986.