

**INFLUENCE OF STAKEHOLDERS PARTICIPATION ON SUSTAINABILITY OF
COMMUNITY DEVELOPMENT PROJECTS WITH A CASE STUDY OF EU-WWF
FISHERIES CO-MANAGEMENT(FISHCOM) PROJECT AT KILWA, KIBITI AND
KIGAMBONI DISTRICTS, TANZANIA.**

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ABSTRACT

This research purpose was to investigate whether the influence of stakeholder's participation influences the sustainability of community development programs by taking EU-WWF fisheries co-management (FishCom) project as a case study. The objectives of the study were to specifically determine the participation of local stakeholders in project implementation and monitoring, investigate the participation of local stakeholders in project design and finding out the participation of local stakeholders in project evaluation and exist, exit strategy. The study took place in three (3) coastal districts of Kilwa, Rufiji and Kigamboni. A cross-sectional descriptive research design was adopted and the study employed stratified probability sampling technique. Simple random sampling was used to select the respondents that participated in the study. The sampling of the respondents was done in such a way that sampling fraction is greater or equal to 5%. Six (6) villages and streets in the three districts were targeted. Estimated population of Pombwe and Nyamisati villages at Kibiti District is 1070 and 1,247. Street of Mjimwema and Buyuni Centre at Kigamboni District is 22,334 and 1,194. Songosongo and Somanga North villages at Kilwa District is 7,346 and 3,081. The researcher used purposively sampling technique in selecting the 22 key stakeholders. The sample size of 396 including key stakeholders and fishers' community was calculated using Slovin's Formula. The data for the research study both qualitative and quantitative was collected through the use of observation, questionnaire, interview, focus group discussions and documentary review. The data collected were analyzed using "content analysis" technique and computer program of Microsoft excel (MS Excel) which was presented using tables and graphs to show frequencies, percentages and mean(average). From the study findings, there is evidence of continuation of project activities since the project ended in 2019 in the three districts. This includes the previous established BMU operations that are progressing and their numbers have increased from 67 to 70 without donor's support. The Communities continue to mobilize financial resources from internal sources, and BMUs reports showed Collected revenue were used in supporting patrols and other fisheries activities. Nevertheless, the study showed project monitoring and evaluation involved only the selected group of people in a fishing community. Moreover, sharing of findings for the FishCom project exit was not effective and Monitoring and Evaluation training was only provided to the selected community-based organizations (CBOs) and beach management unit (BMUs) leaders who are currently not effective and Locals were ignored. For sustainability of donor funded projects, the programs and initiatives should equalize the involvement of the stakeholders throughout the project cycle (planning and design, Implementation and Monitoring, Evaluation and Exist strategy). Capacity building on monitoring tools should be provided to all the fishing communities in the project area and not only the community organization and beach unit leaders. Members of Collaborative fisheries management areas (CFMAs) and beach management units (BMUs) should be trained on other means of fundraising to attracts donors on developing projects on other fisheries activities of mangrove and coral reef restorations. Proper back-up of data and tracking, trend for Monitoring Control and Surveillance (MCS), Fisheries activities and proceedings for a registered unlawfully cases at district level should be developed as they are important for business continuity of an organization which ensures the sustainability.

Keywords: Local Stakeholder participation, and sustainability of community development project

INTRODUCTION

Stakeholder participation is seen as one of solutions to the problem of project sustainability. Not only would participatory approaches assist project sustainability but it is also argued that participation would make projects more efficient and effective. Plan Kenya noted in an evaluation that the sustainability of community development project is poor, with one of the causes being established as weak participation by stakeholders (Ochunga, 2016).

Participation is often presented as a 'good' thing and a fairer way to represent views and opinions outside narrow confines of interest and expertise. However, the roots of participatory approaches within research contexts are deep and numerous twists and turns demonstrate a confused and possibly morphology with significant gaps and weaknesses (Bell et al., 2012).

The confusing present study therefore sought to establish the Influence of Stakeholder Participation on Sustainability of Community Development Projects by taking EU-WWF Fisheries Co-Management Project as a Case Study.

The context of the concept of sustainability gained importance after the Brundtland Commission Report 'Our Common Future' which advocated the idea for better quality of life for today's generation without compromising the need of the future generation (WCED, 1987). Since then, it has become an important concern for policymakers as well as planners in both developed and developing nations. Measurement of sustainability of a system is essential to ascertain the inter-generational and intra-generational equity in resource allocation and also in optimum utilization of natural resources along with socio-economic development and enhancement of human well-being (Graymore et al., 2008). (Valentin and Spangenberg 2000); (Kelly and Moles., 2002);(Beratan et al., 2004) identified the involvement of various stakeholder for conceptualization and development of the indicators as the most important factor in developing regional level indices. Local and regional stakeholder participation leads to increased public awareness about sustainability concerns and actions. The World Bank and the United Nations insistently state that, the development agencies have a crucial role in promoting community involvement approaches, specifically the bottom-up approach is crucial for project performance and sustainability (Bal, Bryde, Fearon, & Ochieng, 2013). The approach is preferred to the top-bottom approach because it facilitates implementation and makes the community members feel that they are part of the project and own the process.

Universally billions of dollars have been spent on community to enhance and strengthen the living condition of people (Peter et al., 2015). Most often these dollars are been offered on a temporary bases and project typically have finite timeframe, yet the impact of the assistance and project are intended to be lasting, but this is not the case for most of donor funded project in Sub Saharan Africa (Ababa, 2013) and the country like Tanzania has not been spared from the situation (anecdotal reference). While the targeted group are benefiting from the project, they also appreciate it and term it as a success, apparently it is well known that what makes a project success is her sustainability after donor exit, this is what differentiate project success and failure (Peter et al., 2015).

In Tanzania, Beach Management Units (BMUs) represents the fishing communities in the co-management arrangement. These local level management entities are recognized in the Fisheries Act No. 22 of 2003 and its Regulations of 2009. In the Regulations, every fishing community in collaboration with the village Government is obliged to establish BMUs for the purpose of conserving fishery resources and the environment. Formation of BMUs is an integral part of the long-term goal to strengthen fisheries co-management in the coastal villages and its islands in Tanzania. Collaborative fisheries management conforms to the prevailing National Fisheries Policy of 2015. The policy identifies local communities as custodians of resources, and their role is to manage fisheries resources for sustained production. Simply, Collaborative Fisheries Co-Management is defined as a form of institutional and organizational arrangement between government and user groups for effective

management of defined resources. While BMUs operate at village level, CFMA coordination committee (CCCs) are networks of BMUs formed at ward level for the purpose of managing shared CFMAs in their respective fishing grounds. Under the national fisheries policy number 19972; the Fisheries Act, 2003 and Fisheries Regulations 2009, there is provision which requires BMUs to manage their fishery resources within defined Collaborative Fisheries Management Areas (CFMAs).

STATEMENT OF THE PROBLEM

There are a number of reform programs in Tanzania that targets district level governments which are highly relevant to governance of natural resources and poverty reduction. Linking with them could enhance sustainability and effectiveness. In the fisheries sector communities are engaged through different management scheme such as CFMAs and BMUs that has become the entry of many projects involves local communities in its implementation. Irrespective of having these forms and scheme of management different studies shows that sustainability of these project is question. A good example can be drawn from the Study that WWF Tanzania conducted in (2018) noted in its evaluation of the fish com programme that, the sustainability of community development projects in 5 Coastal districts of WWF Fish-Com was weak, with one of the leading causes being feeble participation by stakeholders that is; the quality and content of their contributions to the programme vary and their potential as a future “back- bone. Moreover, the findings of the study by WWF (2018) in its evaluation it identifies the missing of a better linkage of the programme to the ongoing reforms in local governments (example TASAF and other local government reform provisions). Another study by WWF (2018) noted that, there was increased rivalry for funds and analogous goals among various NGOs in the 5 Coastal districts and therefore need to demonstrate competitiveness through sustainability of projects. Based the intrusion on a proper context and power analysis (example; Central, Local Governments, community members) do not just import “good models” that work elsewhere. This includes analysis of other ongoing development processes, consideration of the specific needs of communities and target groups in question and involvement of these groups from programme design stage, exist strategy and closer. Such involvement also reinforces a sense of ownership among community members and hence increases the likelihood of sustainability of the programme.

Consequently; this study was an effort towards addressing the gap; by inspecting the influence of local stakeholder’s participation on sustainability of community development projects with reference to WWF Tanzania. In this case study, the local stakeholders are Local Government Authority (LGAs) Officers at District Level. Such as Executive Director (DED), Livestock and fisheries officer (DLFO), community development officer (DCDO), Village government Officers such as Ward executive officers (WEOs) and Village executive officers (VEOs), and Leaders of Civil society organizations (CSOs), and Community based organizations (CBOs), Fishing Community and formal or present World-Wide Fund for nature (WWF) project officers.

PURPOSE OF THE STUDY

The purpose of this study was to investigate the influence of local stakeholder participation on sustainability of community development projects, with a case study of WWF Fisheries co-management project or programme.

OBJECTIVE OF THE STUDY

- i. To investigate the participation of local stakeholders in project design of EU-WWF fisheries co management programme influences sustainability of community development projects.
- ii. To determine the participation of local stakeholders in project implementation and monitoring of EU-WWF fisheries co management programme influences sustainability of community development projects

- iii. To find out the participation of local stakeholders in project evaluation and exist/ exit strategy of EU-WWF fisheries co management programme influences sustainability of community development projects.

LITERATURE REVIEW

Stakeholders Participation on Sustainability of Community Development Project in Kilwa, Kibiti and Kigamboni District

In this study sustainability is defined as “the sustainability of project benefits beyond the project period and is measured by the percentage of goods and services maintained and delivered after five years of termination of implementation of the project: the continuation of local action stimulated by the project and generation of successor services and initiatives as a result of project built local capacity” (Rondinelli, 2013). Project sustainability is the continuous existence and delivery of service for the community members after the external support has ceased (Peter .et al, 2015), he added that in order for project to be sustainable multi-dimensional attributes of sustainability to be included among them being social, cultural, economic, environment together with other very important pillar such as community involvement, capacity building as well as local staff involvement. Project sustainability occurs when the beneficiaries are capable to continue project operations without any other assistance and support from other partners to retain the results for their benefits

A donor-advised funded project, these are external intervention with a specific timeframe, funding and purpose which meets the donors’ requirements. According to (Rahman., Giessen.,2017) in their study of formal and informal interests of bilateral foreign donors’ bureaucracies in allocating Aid, Donor agencies have interests, as does any political actor, and bureaucratic politics theory states that any bureaucracy has a dual interest, consisting of delivering on its formal mandate as well as informally increasing its power by maximizing budgets, staff, and fields for political responsibility.

FishCom project funded by European Nation was commissioned by World Wide Fund for Nature (WWF), Tanzania Country Office (TCO) in Dar Es Salaam, Tanzania overarching goal was to improve the socio-economic well-being of the coastal communities in the five districts through interventions that ensure sustainable, participatory, and equitable use of marine and coastal resources. According to Evaluation study of FishCom project by WWF TCO (2018) and WWF Website.

The participation of local stakeholders in project evaluation and exist, exit strategy

Generally, as verbs the difference between exit and exist is that exit is to go out or A way out or the action of leaving while exist is to be or to have existence or reality. On the other hand, Evaluation is simply the act of making a judgement or assessment or calculating the quality, importance, amount, and value of something. Project monitoring and evaluation is the process of collecting, consolidating performance information, and assessing measurements and trends to generate improvements (PMI, 2013).

A study by Ndombi, C.L., (2021) in Kilifi County, Kenya stated that, the purpose of having an exit strategy is to assure the sustainability of project impacts after an intervention has ended or removal of external support and to enable more advancement towards the project’s development goals. Failure to include exit strategy during planning may result in haphazard and clumsy execution of exit activities in the proximity of the project end. Three possible approaches that can be followed to exit a project depending on the programming environment as explained by (Gebregergs et al., 2021; Project Management Book of Knowledge [PMBok], 2017) are: phasing down, phasing out, and phasing over. Phasing down refers to the reduction of the details or activities of funding by the donor; while phasing over refers to handing over of a project to the community (or a local organization) to further its achievement of objects. Phasing out is when the donor completely withdraws his or her support. The

facets considered when thinking to exit a project are the sense of ownership; level of commitment by the local community; knowledge and skills to implement the project activities after closure; resource capacity and resilience to environmental shocks. He further argued that often the time to exit a project has been determined by time limitedness, achievement of project goals and benchmarks, and calls for timely and proper clear communication. Phasing down, out, or over requires a well-planned tactic. A gradual reduction of the implementer's role over time to an advisory role is required and finally to no role at all. The role involves financing and/or carrying out capacity building, linking the target group to critical service providers, and monitoring and evaluation

THEORETICAL FRAMEWORK

Stakeholder Engagement Theory

In examining these roles of participation only Stakeholder engagement Theory was fitting for in depth investigation of the study, The theory proves to be appropriate in gathering the data that suffice the formulated research question, Theory help in exploration of stakeholder identification, categorization as well as understanding their behavior in order to better manage them (Aaltonen et al., 2008). With stakeholder engagement theory the complexity of interaction between different interest group in corporation can be viewed easily through firm owners, customers, employee and suppliers. The theory has been divided into three perspectives which are Descriptive, normative and instrument perspective. The theory also delineates the stakeholder management at different techniques in lifecycle stage and appropriate level of engagement within the project life cycle.

Fisheries Management in Tanzania.

According to Silas, M. O. (2022). Patterns of small-scale coastal fisheries (SSF) and local fisheries management in Tanzania states that, coastal habitats like mangroves, seagrass meadows, coral reefs, and adjacent offshore waters constitute an important part of the tropical coastal seascape. They provide conducive environmental conditions for fish and other marine animals, which serve as food and income for coastal communities around the world. Despite the beneficial ecosystem services generated, these habitats are under immense pressure from anthropogenic and climate change impacts that destroy habitats and reduce their capacity to support fisheries. This leaves coastal communities in a challenging situation, where people need to adapt to changing fish stocks. Therefore, the existence and growth of the SSF sector also help meet Sustainable Development Goals SGD 5 (gender 3 equality).

Collaborative Governance Initiatives and Livelihoods Sustainability

According to (F.D. Namkesa and O.L. Kweka.,2021) in their study, the findings showed that the two collaborative governance initiatives have introduced what we call 'projectized' forms of livelihoods that are not sustainable due to their poor consideration of community needs and practices. 'Projectized' here means livelihood activities that operate in terms of projects and, therefore, have a timeframe for their operation. The study further concluded that, the establishment of any income generating activity in a community should take into account the community's needs and its cultural forms of livelihood to ensure the sustainability of such activities.

A study by (Antaya March.,2022) in Small-scale fisheries development in Africa stated that, A growing population with limited livelihood and work alternatives poses threats to both the sustainability of marine resources and the livelihoods, food and nutrition security of poor coastal fishers and communities.

Entrepreneurship and development activities Sustainability

According to (Carling Bieg, Timothy J. Bartley, Kevin S. McCann, Robert H. Hanner., 2022) in their study Sustainable development outcomes of livelihood diversification in small-scale fisheries. Stated that Livelihood diversification is increasingly central to policy advice and investments in rural development and fisheries management. For small-scale fishing communities in low- to middle-income countries, more diverse livelihoods are generally hypothesized to reduce fishing pressure and vulnerabilities to external shocks and adverse trends while enabling people to construct routes out of poverty.

RESEARCH METHODOLOGY

Research Design.

The study based on single unit; therefore, case study design was used. A case study design has been selected due to the fact that it is flexible and this is research design which accommodates all methods or techniques of data collection. It is a study design effective for in depth rather than breadth. The case study places more emphasis on the full analysis of a limited number of events or conditions and their liaisons. It deals with the processes that take place and their interrelationship.

Area of the Study

The study areas were selected based on their accessibility, funding and limited resources including mobility (physical movement), the quality and affordability of transport options in the areas. The districts of Kilwa, Rufiji and Kigamboni are among the five (5) coastal districts of a case study of WWF Fisheries co-management programme that can be accessible.

Target Population

According to ("National Bureau of Statistics - 2012 PHC: Population Distribution by Administrative Areas," n.d.). Kilwa District has a total population of 190,744 Rufiji district has 217,274 and Temeke (currently Kigamboni) has a total population of 30,496 respectively. In this study, the target population covered the population of the six coastal villages and streets in the FishCom Project respective districts. Estimated population of Pombwe and Nyamisati villages at Kibiti District is 1070 and 1,247. Street of Mjimwema and Buyuni Centre at Kigamboni District is 22,334 and 1,194. Songosongo and Somanga North villages at Kilwa District is 7,346 and 3,081. According to District Executive Offices through socio-economic profile, WEOs and Planners, 2022)

Sampling Techniques

The sampling of the respondents is done in such a way that sampling fraction is greater or equal to 5% (Mahonge et al., 2006). Therefore, in this study $S \geq 5\%$ and that was 11% of the targeted coastal villages/ streets in the programme area which translated to (1.65=2., 1.87=2., and 1.87=2.,) Six (6) villages in Kibiti, Kigamboni and Kilwa Districts. The researcher used purposive sampling technique in selecting 22 key stakeholders. The selection of villages was assisted by the Focal District project officers under the directives of the DEDs Office of the three districts

Sample Size

The sample of this study was calculated using Slovin's Formula. The formula was used to calculate the sample size (n) given the population size (N) and a margin of error (e). Since they were few, the study also included (22) key stakeholders; that is (7) FISHCOM Project Implementing Officers and 15 LGA's Officers and Stakeholders.

The sample was computed as;

$$n = \frac{N}{1 + NE^2}$$

Whereby; n = no. of samples N = total population and E = margin of error (0.05)

$$n = \frac{37,725}{1 + 37,725 * 0.05^2}$$

$$n = 396$$

Proportionate stratification was used to ensure that each stratum's sample size is related to the size of population in the stratum.

This was computed as follows;

$$n_x = \frac{N_x * n}{N}$$

Whereby; n_x = represents the sample size for a stratum, N_x = represents the population size in each stratum, N = represents the total population Size and n = represents total sample size

Sampling

The researcher used simple random sampling technique in selecting the respondents to participate in the study. The study employed stratified probability sampling technique in which the total population was divided into homogenous groups (strata) to complete the sampling process. The use of this method gave each local stakeholder an equal and independent chance of being selected. Bias is typically removed and the sampling error can be predicted and reduced when using simple random sampling. The respondents were chosen at random after taking into account their availability and willingness to take part in the study.

Types and Sources of Data

The project beneficiaries and key stakeholders were guided with the questionnaires. The researcher and field assistants distributed the set of questionnaires, and Key Informants and observation were also used to gather the primary data. They are firsthand information collected through observation, direct communication with respondents, mailing or through personal interviews.

Secondary data are obtained from literature sources or data collected by other people for some other purposes. Secondary data provide second hand information and include both raw data and published ones. Therefore, the study included secondary data related to the current study done or written by earlier researchers, writers, fisheries division, ministries and partnering organization. To ensure independence on the results, the relevant data was employed.

Research Instruments

Both qualitative and quantitative methods were used in order to collect primary data from the study area. Qualitative methods seek to find out more details concerning research topic from different stakeholders (Bernard, 2011). Information collected through both qualitative and quantitative methods aimed at answering the following specific research questions:

- i. How does participation of local stakeholders in project design of EU-WWF fisheries co-management programme influence sustainability of community development projects?
- ii. Does participation of local stakeholders in project implementation and monitoring of EU-WWF fisheries co management programme influences sustainability of community development projects?

- iii. Does participation of local stakeholders in project evaluation and exist strategy of EU-WWF fisheries co management programme influences sustainability of community development projects?

Questionnaires

Questionnaires that were semi-structured were used in the study. There were both closed-ended and open-ended questions in it. The researcher intentionally chose this method since it made it easier for him to collect relevant data from various sample units. Questionnaires involved 396 respondents who are local stakeholders from Kilwa, Kibiti and Kigamboni districts aged between 18 and above. The research assistants were trained on how to interview the respondents and collect the data. The questionnaire had 4 sections; A-D. Section A contained general questions to collect general information like the overall involvement of respondents with the project, demographic data like gender, age group and education level. Section B contained questions related to participatory project design and planning, section C; participatory project Implementation and Monitoring, and section D; participatory project evaluation and exist strategy.

Interview Guide

This document covered questions that aimed at soliciting data and information from heads of departments and heads of sections. The researcher adopted the use of key informant interviews that included individuals with relatively different perspectives in order to represent the other stakeholders and the use of focal group discussion to represent the Community Representatives from Kilwa, Kibiti and Kigamboni districts.

In Depth Interview

The researcher used semi-structured interviews, since he had a chance of facing the interviewees and discussed in detail with them. Key informant interviews involved 43 respondents that was conducted with project managers, heads of CSO's and CBO's, LGAs Officers and other partnering organizations. Key informants provided new ideas and issues related to the main objective of the study that had not been anticipated before conducting the research. Informants were assured that their names would not be recorded anywhere so that they could provide more information pertaining to the topic. Information obtained from key informant interviews were triangulated with other data from different interview guide questionnaire

Documentary Review

Documentary review was used to collect data from various documents. Given the extent of the study, the researcher used various records and documents such as books, pamphlets, articles, manuals, reports and magazines related to local stakeholders' participation and sustainability of community development projects. The data collected from documentary analysis was used to provide secondary data for the study.

Data Processing and Data Analysis

The study targeted people in each of the organization partnering with WWF when implementing the project. Therefore, a cross-sectional descriptive research design was adopted and the assembled data analyzed and interpreted through content analysis. Data processed from local stakeholders' respondents was analyzed using computer program of Microsoft excel (MS Excel). The methods of analysis involved descriptive statistics to measure project sustainability, through the measures of central tendency particularly frequencies distribution, mean and percentages. Furthermore, data that were processed from researcher's diary and checklist were examined. On the other hand, qualitative data that were collected through Key informant interviews, Observation and focus group discussions were analyzed using "content analysis" technique, which mainly involved transcription of recorded

notebooks and then stratifying information into strata.

Validity

In order to maintain validity in this study, the researcher conducted a minor pilot study before going to the field. A pilot study was done by the researcher with some employees of the WWF Marine department, who filled out questionnaires and participated in interviews. The pilot allowed modifications of instruments and checking of the level of co-operation. In order to gauge and evaluate the reliability of the instruments, the language to be employed was taken into account.

Reliability

Reliability of data in this study was ensured by gathering actual data in each of the three districts of Kilwa, Kigamboni and Kibiti which was relevant for the study. Data was tested in terms of completeness, accuracy and consistency. The reliability of this study might change in a period of time (Winter, 2000).

RESEARCH RESULTS

The researcher sought to investigate the influence of stakeholder's participation on sustainability of community development projects implemented by WWF TCO by taking a case study of EU-WWF fisheries co-management (FishCom) project in the coastal districts of Kilwa, Kibiti and Kigamboni. The factors considered were stakeholders' participation (Community Representatives of the three districts, LGA Officers in the respective three districts, Project Officers implementing the project and project partners organization) during the; project participatory design and plan, project implementation and monitoring, project evaluation, exists and exit strategy.

Both qualitative and quantitative methods were used to collect primary data from the study area. Data were collected in the field by administering questionnaires to 396 respondents out of which 257 questionnaires were returned translating to 65% of the questionnaire return rate. With regard to the statement of Kothari (2004), a response rate above fifty percent (50%) is adequate for statistical analysis as well as making inferences about the target population.

Out of the 396-sample size, 43 were the key informant persons who were contacted for the interview and opinions to obtain general information on whether the local stakeholder's participation influences the sustainability of community development donor funded projects. The researcher was able to interview and collect the opinions to 36 participants Key informants translating to 84% key informant return rate. The key informants include 15- LGAs Officers (3 DFOs, 3 DCDOs, 3-WEOs and 6-VEOs), 1-representative from Fisheries Division under MLF, 2 Partners of two CSOs, 5-WWF Staff (2-Former workers and 3-present workers), 9-BMUs Leaders (6- Secretaries and 3-Chairs) and 4-VICOBA CBTs.

About 56% of the fishing communities who responded to the randomly distributed questionnaires were male while 44% were females. This has been further analyzed into the program components characteristics whereby; Collaborative Fisheries Management (CFM) component comprised of 22% Male and 7% Female. On the other hand, Livelihoods Entrepreneurship, and Development (LED) initiatives component involved 14% Male and 19% Female. However, there was those respondents who have been involved in both components at a percentage of 14% Males and 24% Females. The gender equality in fisheries sector implies the obtainability of sustainable development goals (SGD 5)

From the collected data, most of the respondents stated their organization has been engaged with WWF Tanzania Country Office to a period of over 13 years at 49% and closely followed by a period of 9 to 12 years at 42% which implies attainability of sustainability as there is an institutional memory between the organizations to share the experiences and lesson learned of the projects

From the analysis of the data collected, majority of the respondents have completed primary school at 24% followed close by those with some secondary school at 23% and completed secondary school at

17%. This means that most of the beneficiaries and local stakeholders have some knowledge which increases chances of the project to be sustainable in the long run since the illiteracy level, those without the formal education were at 6% which is less as compared to those with some primary education at 16%. Most of the respondents are of the age 28-36 at 35% followed closely by age group 18-27 at 27% and age group of 37-45 at 25% many of whom are working class and youths. This means that the project is assured of sustainability as more youths are involved rather than those who are above 45 years.

The participation of local stakeholders in project evaluation and exist, exit strategy influencing sustainability

This study aimed to find out whether the participation of stakeholders in project evaluation and exit strategy influences sustainability. The study found out the stakeholders were involved in project evaluation and there are evidences portraying continuation of established project activities since FishCom project ended which influenced sustainability of the project. The respondents also agreed the project involved the community-based organizations leaders, local government authority (LGAs) officers, wards and villages officer and leaders in the evaluation practices and it was evident on the ongoing established FishCom activities as confirmed with the interviews.

However, there were significant number of respondents felt that, the evaluation practices were non participatory as it involved only few personnel's and some of trained leaders with ME tools are either dormant or have already resigned from their position which limits the flow of knowledge and sustainability of the project.

Also, there was other respondents who thought the financial rewards on fisheries national events to the best performed BMUs is not an on-going act, there was no succession plan in such events and other partnering organization are not practicing it which in some way demotivates the units in attaining the project sustainability by losing a genuine commitment to fisheries management.

Moreover, respondents felt the exit of FishCom project should have prepared a basket fund for the established beach management units (BMUs) and Village commercial banks (VICOBA) so as to allow them in progressing with the on-going patrols at BMUs and CFMAs level, and for VICOBA in refunding transport allowances to Community based trainers (CBTs) and start-up money for the emerging new VICOBA groups.

There were also significant respondents who hoped and wished on the possibility of creating another project of the same features and components but that will create more awareness to other nearby areas on the management of resources.

Another, the respondents felt there was limited sharing of findings for the FishCom project practices to other local stakeholders and mostly it was the community representatives at Village level. The information on project exit did not involve most of them as reports were only shared during stakeholders' workshop that involved few key stakeholders and a copy of report was never send to the village level. Furthermore, there was a problem in sharing of information within some of the BMUs because trained people were not BMU members in the first place

Finally, the respondents were unable to keep track of numbers and decision held for the court cases registered in the court of law for unlawfully fishing practices, on the other hand the local government officers at district were in no position to retrieve the fisheries practices data at district due to non-operational of server for storing such information. The majority of them felt the project could have isolated a specific fund for installing such server in each of the district so as it ensured sustainability of project and data at district level.

CONCLUSION

It is palpable that not only the influence of stakeholders' participation influences the sustainability of the community development projects but there are other external factors that should be taken into attention with the case Study of FishCom Project at Kilwa, Kibiti and Kigamboni Districts. The participation of stakeholders was crucial in influencing sustainability of community development project. The findings of this study noted that; there is a list of evidences of continuation of project activities since the project ended in 2019 such that, Entrepreneurship and VICOBA activities are continuing under the coordination of the communities, Beach management unit (BMUs) operations are progressing and have increased from 67 to 70 without donor's support. Minutes and Reports were seen indicating Community-based MCS is progressing. Communities are continuing to mobilize financial resources from internal sources and BMUs reports indicating collected revenues were used to support patrols and other fisheries management activities. It is a conclusion of this study that, projects to equalize the involvement of the stakeholders throughout the project cycle and mostly in monitoring activities at the mid of the project so as to deter the feeling that some stakeholders are more preferred than the others or are more important compared to others.

The study concluded that, communities in the selected area have to come up with goals and targets that are to be achieved by the project hence answering the needs of the community. When clear goals are set by the communities (locals), it is easier to achieve the goals set as the communities know the vision of the project.

Project Monitoring and Evaluation trainings should be including all the group members in the communities and refresher trainings to be given to members so as to ensure sustainability of the project and sharing of the knowledge in the project area. And the activities associated with ME such as data collection, data uploading and data reporting should have been implemented by majority of the respondents as they are all beneficial of the fishery's natural resources.

The study also concluded that, the project should have budgeted fund for at least preparing the initial stages for the installation of operation server for storing fisheries practices and catch data collected in each of district projects operated to ensure sustainability of project and data at district level.

The research study also concluded that, the sharing of findings for the FishCom project exit could have prepared copies of reports and send it to each district and wards which the project was executing its operations to influence the sustainability.

RECOMMENDATIONS

1. Projects with a case study of WWF Tanzania Country Office should equalize the involvement of the stakeholders throughout the project cycle. It can be through trainings at different levels of project life cycle to encourage sustainability of projects are also important so that the target population will be empowered to continue to benefit from a project even after the project end.
2. More trainings to our professionals on lobbying techniques so as to influence various donors in aligning to existing challenges occurring at our communities. Since donors play a crucial role in determining whether a project will be sustainable or not.
3. In management of the Collaborative Fisheries Management areas (CFMA) and Beach Management Units (BMUs) in the coastal districts of Kilwa, Kibiti and Kigamboni. In the future endeavours, WWF TCO and other marine projects provide more trainings on how to develop a project and other means to fundraise so as they can be able to run other projects concerning the fisheries activities such as mangroves and coral reefs restorations. To make the work much visible and recognized there is a need to combine communications and marketing team. Communications should be part of fundraising because communication is a powerful tool in awareness creation and fundraising, it helps to attract donors to visit project area and to make financial commitments.

4. The study also recommends, in the future initiatives other projects should focus and invest more on strengthening capacity level CFMAs and the upper levels which includes the District Networks of BMUs and CFMAs in areas of fisheries and governance, data collections and reporting, sustainability and lobbying practices.
5. There is good achievement with lots of success stories/testimonials in Village Community Banks (VICOBA), a documentary to showcase stories to be prepared and used in fundraising for the village's social services. And trainings should be continuous as new entrepreneurs are recruited daily from the youth cohort of the community and future projects by emphasizing on using the digital module of VICOBA to reduce the risks of storing the fund in the safe boxes.
6. Most of the entrepreneurship and development activities in the coastal districts of Kilwa, Kibiti and Kigamboni were linked to the utilization of fisheries resources. Communities and their supporters should come up with new innovative ideas which do not depend on fish. Different studies show fish stocks get depleted day by day and actions are needed to sustain entrepreneurship investments in the future.
7. WWF TCO as the conservation agency, to make follow-ups with the main actor in fisheries sector (The Ministry) on the necessity of backing up the data at District level and fundraise from other sources/ donors in constructing the infrastructure at the district level. They are important for the performance and business continuity of an organization.

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