

***Determinants of Project Sustainability: A Study on
Implemented Projects by NGOs in Jimma Zone, Oromia
Region, South Western Ethiopia***

*A Thesis Submitted to the Department of Accounting and Finance,
College of Business and Economics, Jimma University in Partial
Fulfillment of the Requirements for the Award of the Degree of Master of
Art in Project Management and Finance*

BY
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JIMMA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
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DECLARATION

I hereby declare that this thesis entitled “*Determinants of Project Sustainability: A Study on Implemented Projects by NGOs in Jimma Zone, Oromia Region, South Western Ethiopia*”, has been carried out by me under the guidance and supervision of Mengistu Deyassa (Ass.Prof) and Mohammad Abdulselem.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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ABSTRACT

The study was conducted to identify determinants of project sustainability implemented by different NGOs in Jimma zone. Information gaps on determinants that can affect the sustainability of development projects implemented by different NGOs in Jimma zone have initiated the researcher to conduct the research. Therefore, the objectives of the study were to examine the extent of community participation in all stages of project cycle, examine how government policies, strategies and exit strategies influence sustainability of implemented projects and identify significant determinants of project sustainability. The study employed both primary and secondary data sources where primary data was collected from sampled target beneficiaries using structured questionnaire whereas the secondary data was collected from published and unpublished sources. The target population was 17,176 beneficiaries of six projects implemented by six NGOs that have phased out in the past five years (2017-2022) out of which 109 sample respondents were drawn based on probability proportion to sample projects. Descriptive and inferential analyses were used to describe the socio-economic and demographic characteristics of sample project beneficiaries and determinants of project sustainability respectively. Key informant interview was done using two persons per each project sampled and two from zonal focal persons. To draw conclusion about population under the study, different tests were undertaken for critical assumption of statistical analysis. From the result of the study, educational level of project beneficiaries, community training, community involvement in the project identification, government involvement and follow up in project activities after fund stops , and execution of planned exit strategies throughout the whole project life were found the variables that influence sustainability of projects implemented by NGOs. It can be recommended that more effective project sustainability results can be achieved through execution of planned project exit strategies throughout the whole project life. Moreover, the finding of the study encourage government to design and in place exit strategies for projects, follow up its execution and ensure accountability system if any failure occurs. Further studies would be advised to identify the sustainability between different projects on different temporal and spatial scales.

Key Words: project, sustainability, NGO, beneficiaries, implemented projects.

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LIST OF ACRONYMS

ADB	Asian Development Bank
ASDEPO	Actions for development and Environmental Protection Organization
DGF	Digital Green Foundation
GAA	German Agro Action
HHs	Household Heads
iDE	International Development Enterprise
JZFECO	Jimma Zone Finance and Economic Cooperation Office
PCM	Project Cycle management
SSD	Support for sustainable Development

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Non-Government Organizations (NGOs) both local and international are primarily engaged in development activities, relief, and rehabilitation work. They are recognized as very important institutions in development. Globally, NGOs are considered as the third sector that play a great role in the gap between supply and Service made by private and government sectors. NGOs are engaged in various areas such as relief and humanitarian aid, disaster risk management, conflict resolution, environmental protection, and poverty alleviation, among others. Many NGOs endeavor to deliver basic services to people in need and organizing policy advocacy and public campaigns for change (Karanja, 2013).

A project has a beginning and an end, which can sometimes serve as new bedrock for a different project. It involves a plan, some processes, people and a line of authority; it contains inherent challenges and problems (Mesly, 2017).

Bennett stated the term "Sustainable" means to endure, to last, and to keep in being. The two terms or phrases (sustainability/sustainable and sustainable development) are used interchangeably together; Sustainable development would be all about marshalling resources to ensure that some measure of human well-being is sustained over time (Bennett, 2003). Organization of Economic Cooperation and Development (OECD) presents three dimensions of project sustainability: 1) continuation of positive benefits resulted from the project practices, 2) probability that these benefits and achieved institutional structures will be maintained and 3) the ability to be resistant to risks, both internal and external (ADB, 2010).

Project sustainability denotes the ability of a project to maintain its services, operations and benefits during its projected life time. In most development project actors, a project is assumed sustainable when a continued utilization of its results can be assured after the end of the project. Project sustainability aims at creating and

launching a project capable of continuing to generate benefits after donor input has been withdrawn. Project sustainability is not something that happened at the end of the project but it is an effort that should be integrated from the onset of project design (Langran, 2002). Ensuring project sustainability by integrating and continuous effort in all stages of project life cycle enables to achieve sustainable development in the project intervention area.

Sustainable development is a systematic concept relating to the continuity of economic, social, institutional, and environmental aspects of human society as well as the non-human environment. It is characteristic of a process or state that a business can be maintained at a certain level indefinitely. The Brundtland Commission of the United Nations in 1987 defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. But the definition of sustainability may vary depending on the area of studies or interaction or the context or situations over many scales of space and time from small ones to global balance of production and consumption (Morfaw, 2014). In terms of projects or programs, sustainability investigates the probability of continued long-term benefits of a development program. Sustainability is concerned with measuring whether the benefits of an activity/ intervention are likely to continue after the program has been concluded. Program should also be environmentally and financially sustainable (Chianca, 2008).

In the study area, more than 40 projects were implemented since the last seven years by about 30 NGOs (19 local and 11 international non-governmental organizations) (JZFECO, 2022). But, there was no research conducted regarding whether the implemented projects have been sustaining or not and also there were no factors identified for project sustainability in the study area.

Therefore, this study was conducted to assess the sustainability of different development projects implemented but phased out since 2017 to 2022 by NGOs in Jimma zone.

1.2. Statement of the Problem

International and domestic NGOs are crucial to development, particularly when it comes to improving livelihoods throughout developing countries. They provide services to citizens that national governments are unable to do (Gidron et al., 2003). They are becoming more and more conscious that operation, maintenance, and sustainability concerns receive far less attention in development planning than does project implementation. Only a few of the developing nations produce regular monitoring reports on project operation and maintenance as well as whether projects are actually producing the intended benefits. While many countries have developed sophisticated computer systems to monitor project implementation and compare intended and actual physical and financial performance. Governments and foreign development organizations do not routinely get data on the sustainability of their investments (Michael and Shabbir, 2013).

Some Studies on the sustainability of development projects carried out by NGOs in the nation has been done. To name a few, a study by Hamda and Kebede (2021) on the factors influencing the sustainability of particular donor-funded projects in the West Arsi zone found a strong positive correlation between the involvement of stakeholders in project identification and sustainability as well as between the successful execution of a project's exit strategy. However, they discovered that capacity building or training had little to no impact on a project's sustainability. In contrast, Tilahun (2021) found that capacity training significantly improved the sustainability of development programs carried out by a particular NGO (Farm Africa). In addition, community participations in all project phases and monitoring and evaluation were found to be significant determinants of project sustainability.

Despite the fact that the contributions of projects performed by NGOs are acknowledged, very few studies on the sustainability of projects have been conducted. Various local and international NGOs in the Jimma zone are now implementing a number of projects as part of this endeavor. About 30 NGOs (19 local and 11 international non-governmental organizations) have carried out more than 40 initiatives over the past seven years (JZFECO, 2022). Even if attempts have been made since then, it is difficult to consistently produce the targeted and intended

advantages. As far as the researcher is aware, no research has been done to determine whether the projects that have been executed were sustainable, and no project sustainability-related factors have been discovered in the study region. As a result, the researcher filled the gaps in knowledge regarding whether the projects carried out by NGOs are sustainable or not and identified the elements that can help a project be sustainable in the study area.

Thus, the researcher was initiated to assess the determinants of sustainability of development projects implemented but phased out from 2017 to 2022 by different NGOs in Jimma zone, Oromia South West Ethiopia.

1.3. Research Questions

This study was designed to answer the following research questions:

1. To what extent do interest and participation of community influence the sustainability of implemented projects?
2. How socio economic factors can influence the project sustainability implemented by NGOs?
3. To what extent do government policies and strategies determine sustainability of projects?
4. What key exit strategies design and implementation were adapted to ensure sustainability of projects and to what extent these strategies affect their sustainability?
5. To what extent does training influence the sustainability of NGOs implemented projects?

1.4. Objectives of the Study

1.4.1. General objective

- The main objective of this study was to identify determinants of project sustainability implemented by NGOs in Jimma zone.

1.4.2. Specific objectives

1. To examine the effect of community participation on sustainability of implemented projects in the study area

2. To examine the influence of socio-economic factors on sustainability of projects implemented by NGOs in the study area
3. To determine how government policies and strategies influence the sustainability of implemented projects
4. To examine key exit strategies adapted by the implementing organization
5. To examine how community training can influence project sustainability

1.5. Significance of the Study

It is hoped that, the findings of this study will benefit NGOs who implemented community development projects by providing better understanding about project sustainability and factors affecting project sustainability. Particularly, this study will be useful in providing evidence-based information on the influence of community participation in all stages of project cycle management, the influence of project management structure, project monitoring and evaluation and capacity building on project sustainability. This study is meant to provide encouragement and support to eliminate the blanket assumptions on reasons for inappropriate community participation, monitoring and evaluation and capacity building activities on project planning and implementation. In addition, different project implementers and practitioners will use the result of this finding as key guideline for successful project sustainability in the study area. Finally, the study becomes a part of body of knowledge highlighting the major determinants affecting project sustainability and the findings of the study contributes to additional knowledge and have recommended areas for further research.

1.6. Scope and Limitation of the Study

The study focused on assessing the determinants of sustainability of development projects implemented by different local and international NGOs in Jimma zone. The study was confined to only selected sectors of projects such as agriculture and livelihood, Natural Resources Management, livestock, water (WASH), and other rural based developmental projects which were implemented but phased out from 2017 to 2022.

Data inconvenience, unavailability of some organizations at their original offices and diffused stakeholders or project beneficiaries across wide geographical area were observed limitations on the effectiveness of investigation of the study.

1.7. Organization of the Paper

The body of a research paper is organized into five chapters as: introduction, literature review, research design and methodology, results and discussion, and conclusion and recommendation. Under introduction, clear explanation about the background of the study subject, background of the organization, clearly stated research problem, research objectives, scope, significance and limitations of study will be included. Chapter two talks about literature review. Theoretical, empirical and conceptual reviews were included. In chapter three, research design and methodologies for conducting the research were incorporated and explained. Results of the study and their detail discussion were highlighted in chapter four. The last chapter illustrates conclusion and recommendation of key findings.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Definition of concepts /terms

The term "**project**" refers to any set of activities that have a definite goal that must be achieved within predetermined parameters, have set beginning and ending dates, and need the use of resources like money, people, and equipment (Kerzner, 2004). Rearranging how the job is done could be viewed as a project, according to Michael and Burton (1992), who further explained that ongoing activity does not constitute a project. The fact that each project is carried out only once, cannot be rehearsed and has a short lifespan means that each one is unique. Additionally, a project is defined by the creation of a distinctive product since "something not done before must be done" (Rosenau, 1992).

A **development project**: is defined as a discrete package of investments and institutional actions designed to achieve a specific development objective within a designated timeframe. Similarly, Shaghil and Mushtaque (1993) regarded a development project as a technically predetermined set of interrelated activities involving the most effective use of resources to achieve development objectives and provide goods and services to the benefit of targeted communities. Atkins and Milne (1995) distinguish between conventional and development projects. Development projects extend the project activities, output, and time frame beyond the scope of a conventional project by:

- Encouraging and assisting the beneficiary community to actively participate in the project and to take ownership, in so far as possible, of the asset created,
- Maximizing the short, medium and long-term project benefits to alleviate poverty in a sustainable and replicable manner,
- Using the project as a vehicle for training and building the capacity of the local community,

- Enhancing employment opportunities through the use of labor-intensive technologies and
- Minimizing negative environmental impact and thereby enhancing sustainability

Community: is any group of people sharing common purpose, are interdependent for the fulfillment of certain needs, are in proximity and interact on regular basis
Project Implementation: is realization of a plan, idea, model, specification, standard or policy.
Community Involvement: Meaningful engagements with the community at different stages of the project. It involves Participation in project planning, implementation, monitoring and evaluation, and contribution of ideas, priorities, resources, time or decision-making.
Phase-Out: This is the point at which the donors, projecting implementing NGOs and facilitators completely hand over the management and execution of the project outcome to the target community and concerned government sectors.

2.1.2. Sustainability: Definition and concept

There are many definitions of Sustainability and even more interpretation of its meanings. These are terms which are used frequently in development discourse and can be sources of misunderstanding or misrepresentation. According to Sugden (2003), sustainability “has become one of the most over used and abused words in the development vocabulary”. In the most obvious sense, the term “sustainable” refers to something which can be sustained, or kept going. But, it also refers to resource use and lifestyles which do not damage resources or society (M-W 2010).

The concept of sustainability has been a concern in various debates on initiatives towards people’s development including those conducted in policy and academic spheres. There is a general agreement that sustainability as a concept is ambiguous, vague, liable to arbitrariness, and lacks clarity as to what has to be sustained (Cow, 1992; Christen and Schmidt, 2011; Jabareen, 2008; Mozaffar, 2001). In the present section, some theoretical interpretations of the concept sustainability are elaborated.

The concept of sustainability in any development has emerged from the principle of sustainable development which was defined by the 1987 Brundtland Report as a

development that meets the needs (in particular the essential needs of the world's poor) of the present without compromising the ability of future generations to meet their own needs.

Christen and Schmidt (2011) argue that the existing thinking on sustainability is characterized by arbitrariness and intuition and cite some sources of such contradictions as including politics and scientific research, making it difficult to have comprehensive instruments to judge objectively whether (or not) development-based projects are sustainable. Aware of such gaps, Christen and Schmidt suggest for a meta-approach that employs the use of a theoretical framework for understanding the concept sustainability.

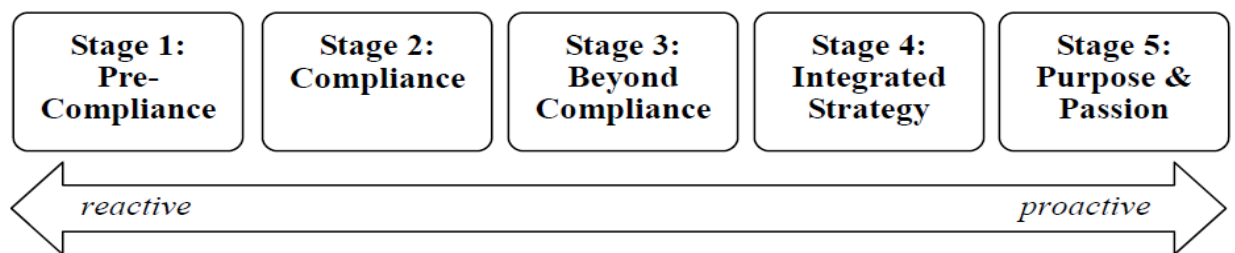
Sustainability is of the opinion that the long term sustainability of micro projects not only depend on communities' active participation in selecting technical options and services, but also end users need to make some responsibility for cost sharing and investment support (Boydell, 1999). The IFAD Strategic Framework 2007-2010 defines sustainability as ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project (IFAD, 2007).

2.1.3. Concept of project sustainability

The concept of sustainability has been linked to project management in prior research (Silvius & Schipper, 2010, 2012; Martens & Cavalho, 2014; Marcelino-Sadaba et al., 2015). Sustainability simply refers to the capacity to stay beyond a particular period; the ability for a project to continue beyond the particular or specific support offered initially to jumpstart it. In this context, it is a state where the target beneficiaries are able to take responsibility for ensuring people ability to benefits from NGOs implemented projects by sustaining its outcome, processes, resources and human capacity. The concept of project sustainability we use today originates from the definition of sustainable development defined by WCED (1987, p.41) and embedded in the Brundtland Report and defined as, "a development that meet the needs of the present without compromising the ability of future generations to meet their own needs".

MFA regards sustainability as one of the project evaluation criteria and thus it has set generic evaluation questions concerning sustainability to be considered during the assessment. The question covers the continuation of the maintenance of the benefits produced by the project, identifying factors that might hinder or enhance sustainability and assessing has the phase-out ensured sustainability. Additionally, the ministry includes the promotion of gender equality and climate sustainability into the assessment (MFA, 2013). However, there is no universal assessment tool for project sustainability since the features and nature of development projects varies

Project sustainability should be a more proactive, long-term approach where organizations focus efforts towards doing well and delivering all projects sustainably. Based on Willard’s model (2005, p.27), there are five sustainability stages to have proactively driving a change towards an accelerated achievement of the vision of sustainable development embedded in the Brundtland Report (Figure 1).



Adapted from Willard, 2005, p.28

Figure1. The five sustainability stages

Donor: Refers to an organization that provides resources for community project implementation. **NGO:** refers to the private organizations not established by government or by inter-governmental agreements which are capable of playing a role in international affairs by virtue of their activities or as private international organizations that serve as a mechanism for cooperation among private national groups in international affairs.

2.1.4. Historical overview of NGO in Ethiopia

In Ethiopia, there are different forms of NGOs and the main types are; “Local Organization” means a civil society organization formed under the laws of Ethiopia by Ethiopians, foreigners resident in Ethiopia or both; “Foreign Organization” means a non-governmental organization formed under the laws of foreign countries and

registered to operate in Ethiopia; “Charitable Organization” means an organization established with the aim of working for the interest of general public or third party; “Consortium” means a grouping formed by two or more civil societies Organizations, and includes consortia of consortiums (Ministry of Justice, 2015).

Evolution of NGOs began back in the 1910s, in Ethiopia, but they were few in number. Until 1973/74 there were about 18 registered NGOs. Due to the 1984/85 drought of Ethiopia their number increased to 58. As of April 2002 the number reached to 429 (DPPC, 2002). According to the registry of Ministry of Justice (2015), in addition to the federal-level, regions, too, have registered many more localized NGOs, and if included the total number of legally registered CSO/NGOs would be in excess of 3,000.

Given the number of NGOs currently increasing throughout the country in general, there were more than 40 projects implemented and phased out, during the last seven years, in the study area in particular. Specifically, 21 agriculture sector related projects implemented by 16 NGOs were phased out since 2015 to 2022 in Jimma zone.

2.2. Empirical Literature

Sustainability of the project is dependent on the performance of institutions. Project sustainability is indicated by the ability to continue to meet objectives defined in terms of benefit levels. Clarke, P. & Oswald, K. (2010) adds that projects produce specific benefits for targeted beneficiaries which ideally should continue to increase after project completion. More narrowly, one can speak of sustaining or keeping in operation a particular WS&S facility, such as a sewer system or hand pump. Khwaja (2003) note that project design phase has to lay emphasis on supporting critical factors for project benefit sustainability. These factors include beneficiaries’ responsive services where the project addresses important needs in the society (Mohan, 2001). Lewis (2004) stated that the design team has to specify the benefits they want the project to sustain after the funding life as well as identify the factors that will threaten sustainability. This will entail the designers identifying the support

necessary to allow continuity of the project benefits and create a structure that allows for this continuity.

House and McConville (2007) asserted that the economic situation on a larger scale influences the project implementation and through that sustainability. Many of the projects are also dependent on material that can include technical parts or water for example and due to this availability of materials is important as well. Natural, political and other disasters should be taken into account since these can have a major influence on the project implementation and thus sustainability and the vulnerability on such disasters should be considered.

Insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure. The commitment of resources, particularly financial resources, by beneficiary communities is seen as an important indicator of the expected value of the project to these communities. When communities recover from costs or stabilize in raising funds for maintenance, it contributes to sustainability by increasing resources and expanding benefits. Beneficiary contribution to capital costs, either labor or money, may be a significant indicator of system sustainability. However, a willingness to contribute to capital expenditures, in cash or in-kind, does not on itself ensure sustainability (Elijah, 2016).

According to AusAID (2000) the provision of appropriate training for identified target groups like communities is often a key strategy for achieving sustainable benefits. To improve the prospects for sustainability trainings for a particular micro projects should be provided before the implementation of the micro project.

Koushki and Kartam (2004) identify twenty-five economic factors that could impact on project. These factors include the availability of materials; the availability of equipment; the availability of trades / operatives, the availability of supervision / management staff, as well as the indirect impact of interest rates / inflation and insolvency, and bankruptcy. Economic influence has two levels: first, the internal economics principle relating to the viability of a project. The external or macro-economic relate to high interest rates and prices, tariff barriers, embargoes and shipping restrictions, among other influences, of which the project manager have no

control over. Based on this assertion, the researcher was interested to find out factors influencing sustainability of benefits from NGOs implemented projects.

2.2.1. Community interest and participation, and project sustainability

Participation is defined as a process through which stakeholders“ influence and share control over development initiatives, and the decisions and resources which affects them (World Bank, 2004). Community participation in a micro project means the contribution of the people in the area of micro project in identifying, characterizing the problem and implementation (Oakley and Marsden, 1991). Community participation leads to project ownership which is of primary importance to sustainability of community micro projects (Uche, et al., 2007).

According to Mwangi (2007) community participation refers to taking part in the identification of the project by beneficiaries, selection of a team to lead, implementation, decision-making and management of the process by community members. It is the evidence of a mechanism through which beneficiaries’ ideas and vision can be incorporated in decision making at community level (Grishvilli, 2003).

Beyene et al. (2006) point out that there are various ways to categorize community involvement, including time and interest. An individual's involvement in a project may range from being primarily an observer (as an audience member or a moral supporter) to contributing skills and organizing community involvement initiatives. On the low end, this can be as simple as participating in community meetings and even casting a vote for committee members; on the high end, a person can become a committee member. The second aspect is labor, where a community member might volunteer their manual or physical labor, serve on a committee, or even provide their expertise in order to provide services to the community. Physical resources are the third factor of community engagement mentioned by Beyene et al. (2006): This is typically related to community members contributing tangible resources for the project to be carried out, such as bricks, hay, trees, or tools for building like spades.

Jean (2005) cited that many evaluations have shown that projects and programs following participatory approaches produce high and more sustainable returns. Participatory development is no “quick fix” but a learning process which takes time,

resources, imagination and sometimes courage to implement. It requires behavioral change on the part of many actors, calls into question old habits and often reveals conflicts of interest because of the need for power sharing. Community participation is a prerequisite for sustainability while community management is not. For community management systems to be sustainable, they require post construction technical support from an overseeing institution (Harvey and Reed, 2007).

Community participation helps achieve an increased sense of ownership. Communities that feel they own a hand pump installed at a shallow well are more likely to look after it. Institutional arrangement or local community structures for managing the water projects are also important. Community participation and ownership have a valuable role to play in achieving sustainability, but can create other challenges (Nkongo, 2009). The findings of this study sought identify the extent to which the target community involvement influences the sustainability.

Through community participation, community members gain ownership and skills for a collective action that enhances sustainability of projects (Olukotun, 2008). The researcher concurs with Rimbera (2012) and others that CP enhance skill development and sense of ownership that leads to effective implementation and sustainability of projects.

2.2.2. Government policies and strategies for sustainability of donor projects

Having seen the need for government to engage the communities to participate in the conception, design and implementation of projects that affect them in order to achieve sustainability, there are certain conditions that must be fulfilled for the sustainability to be achieved. The first condition for achieving sustainability is that there must be government support (state or local). This is because, according to Adamolekun (1983), local government arouses local citizens to contribute financially to the management of local affairs, get involved in local management as elected or appointed officials or participate on a voluntary basis within community development committees engaged in self-help projects. The assistance from the government can be in cash or in kind.

Better governance is a prerequisite for, and probably also a product of, steps towards sustainability. Much is expected from 'good governance'. According to Kemp *et al.* (2005), good governance consists of transparency, justice, accountability, responsibility, effective coherence, efficiency (proportionality) and greater sensitivity to the immediate context that is promised by subsidiary. For sustainability, other requirements include means of internalizing external costs and ensuring integration of policy considerations, evaluation of options and dealing with trade-offs. It is worth noting that good governance emphasizes the role of institutions as entities that are largely viewed as being 'up there' and at least currently, insufficiently within the reach of ordinary citizens. As such, this view of governance seems concerned primarily with minimizing bureaucratization and hierarchy.

Kemp *et al.* (2005) further indicates that governance for sustainability has certain key features and components which include policy integration, shared sustainability objectives, criteria, trade-off rules and indicators, information and incentives for practical implementation, programs for system innovation.

Policy integration involves the coordination of government policies and the corresponding and complementary positions and initiatives of other governance actors. Organization for Economic Co-operation and Development (OECD) (2002) agrees that sustainability requires policy integration, along with improved interaction between government and non-government institutions and the creation of a longer-term view in government. In this regard, OECD observes that shared long-term objectives, common criteria for planning and approval of significant undertakings, specified rules for making trade-offs and compromises, and widely accepted indicators of needs for action and progress towards sustainability are necessary for governance institutions which have broad sustainability ends in mind.

2.2.3. Exit strategies and NGOs implemented project sustainability

An exit strategy is explicitly linked to sustainability in that it also considers means of ensuring further progress towards these goals after the end of an agency's technical and financial support. Proponents of exit strategies strongly argue that having an exit strategy provides clarity, focuses programming work, enable better planning for

available human and financial resources and gets people to think about the end at the beginning of the project (Rogers and Macias, 2004; Davis and Sankar, 2006).

Based on the above examined background, exit strategies design and implementation adapted to ensure sustainability of donor funded projects in the study area was of the focus of this study.

2.2.4. Community Training and project sustainability

Development of specialized skills can be achieved through capacity building and teaching of beneficiaries, staff, project managers and the entire project technical team. These capacities have been established as necessary ingredients for project success and sustainability. Campo (2008), while referring to strategic model used in Peru for provision of water emphasized on capacity building for the beneficiaries as a critical aspect whereby the project used a combination of training methods such as videos, role plays, radio and pictorials etc., avers that when beneficiaries have skills to operate and maintain their water supplies and are able to guarantee the integrity of the supply networks then, this contributes to sustainability.

2.3. Conceptual Framework

This study was conceptualized in the sense that, there are key factors that can influence the sustainability of projects implemented by NGOs.

As illustrated in Figure 2, the independent variables were participation of beneficiaries, socio-economic factors, government policies and strategies, community training, and key exit strategies adapted to ensure sustainability of donor funded projects.

The dependent variable was the sustainability of projects implemented by NGOs. Projects implemented by NGOs have been failed to meet their goals with respect to sustainability due to a number of factors. It is unquestionable to identify significant factors so that the issues with respect to NGOs implemented projects sustainability can be addressed. Hence, this study was focused on the following factors identified through practical experiences and preliminary surveys.

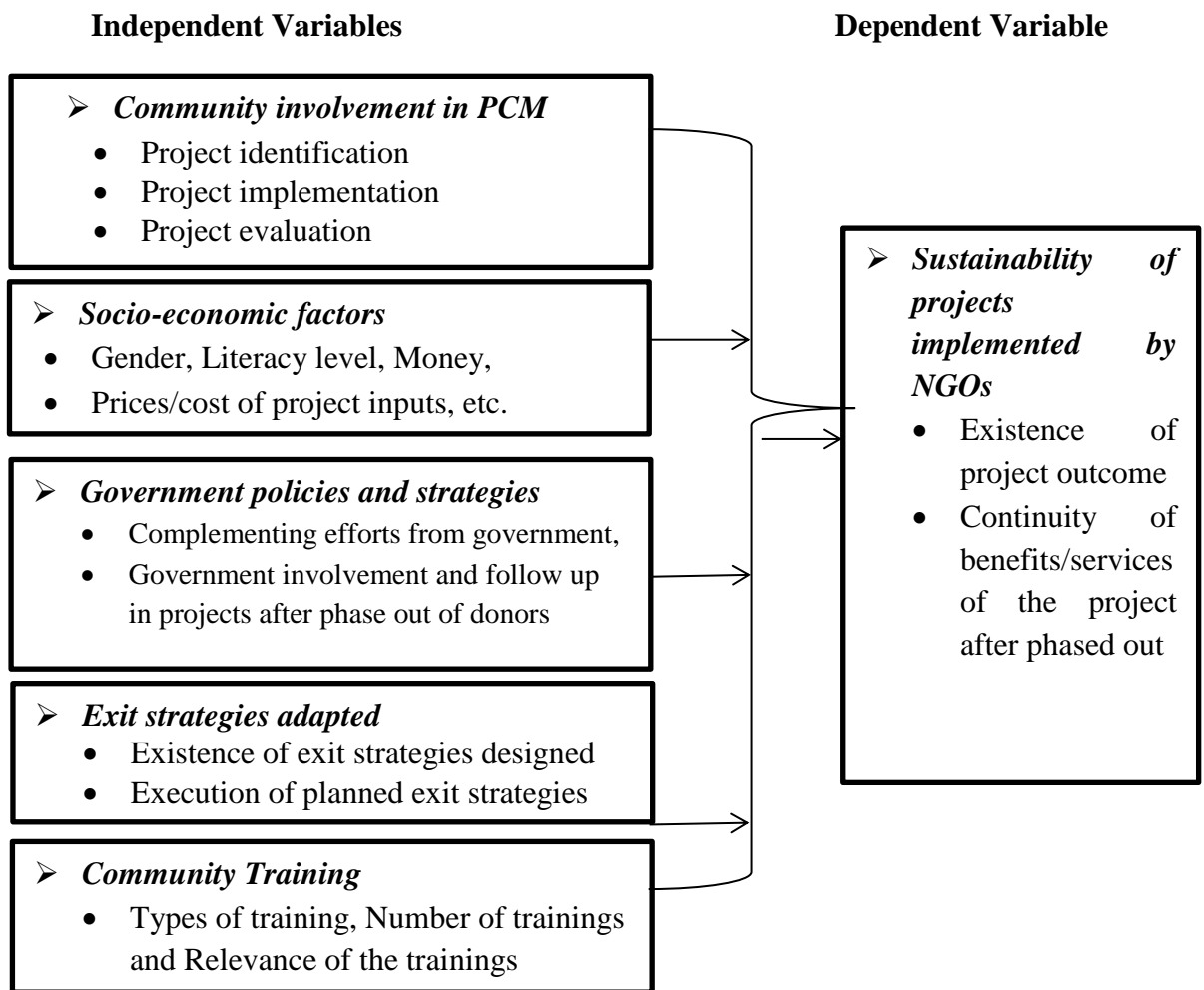


Figure 2: Conceptual Framework on Factors Affecting Sustainability of Projects Implemented by NGOs

Source: Own constructed based on reviewed literatures.

CHAPTER THREE

3. RESEARCH DESIGN & METHODOLOGY

3.1. Description of Study Area

This study was undertaken in Jimma Zone, Oromia National Regional State, South-western Ethiopia. It is located between 7°10'00'' – 8°53'00'' North latitudes and 35°45'00'' - 37°43'00'' East longitudes (Figure 3).

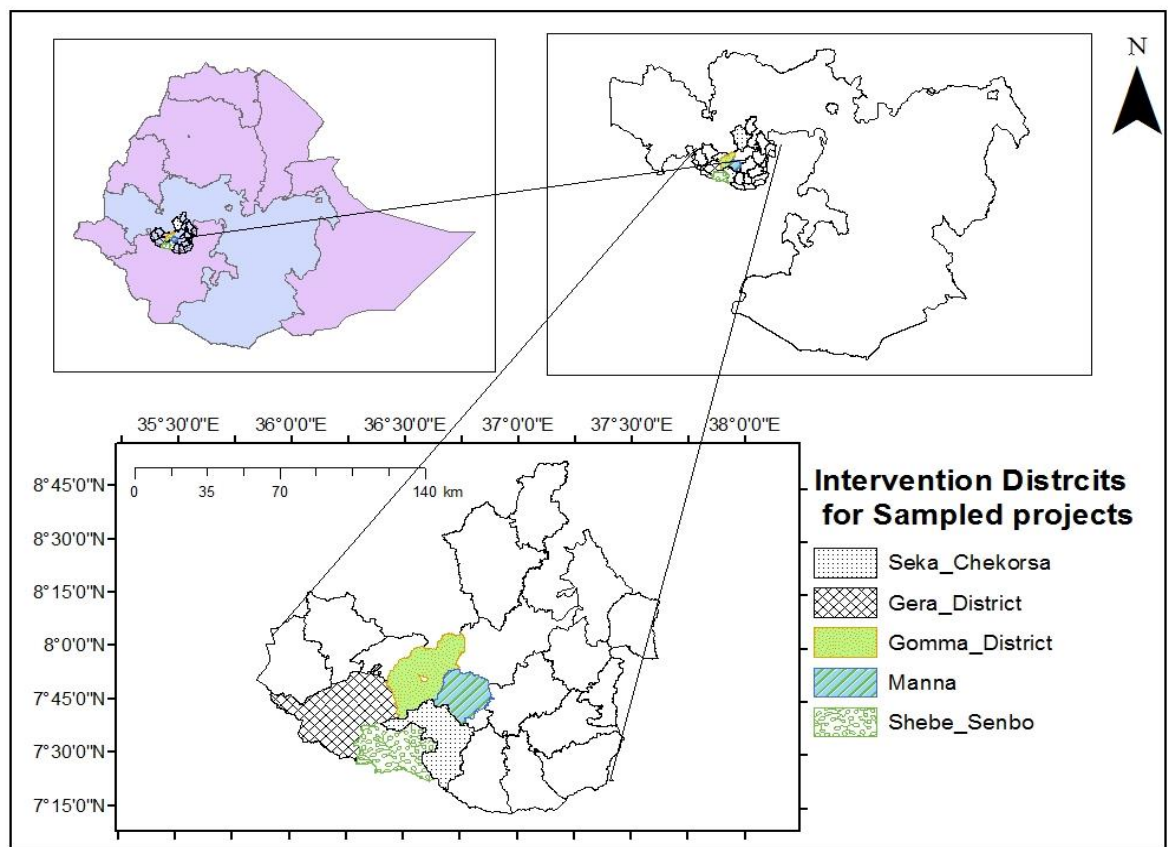


Figure 3: Map of the study area

3.2. Research Design

According to De Vaus and William (2006), the research design refers to the overall strategy that a researcher chooses to integrate the different components of the study in a coherent and logical way, thereby, ensuring one effectively addressed the research problem; it constitutes the blueprint for the collection, measurement, and analysis of

data. The function of a research design is to ensure that the evidence obtained enables one to effectively address the research problem as unambiguously as possible. The descriptive survey design was used in for this study because it allows gathering numerical and descriptive data and to assess the relationship between the dependent and the independent variables. In addition, the research study employed a quantitative approach which enables the collection of data that was analyzed and tabulated in numbers for statistical analysis (Kombo & Tromp, 2013).

3.3. Target Population

All rural sector projects carried out by all local and international NGOs in Jimma Zone but phased out between 2017 and 2022 were targeted. These projects were particularly involved in agricultural sectors.

Preliminary information obtained from Jimma Zone Finance and Economic Cooperation Office (2022) showed that there were about 40 projects implemented but phased out since 2017 to 2022 by about 19 local and 11 international NGOs in Jimma zone. Out of 40 projects, about 21 projects are related to agricultural sectors with estimated number of beneficiaries (household heads) of 17,176 and therefore this figure (17,176) was the target population from which sample respondents were selected

3.4. Source of Data and Method of Data Collection

Both primary and secondary data sources were used in the study in order to meet the specified research objectives. Project managers, officers, and clients and beneficiaries with an interest in the programs under examination were the primary sources of data collection. Using a structured questionnaire, primary data were collected with the aim of achieving the study's main goals. Secondary data were gathered from project documents and reports, from relevant projects' sectoral offices.

To support the information gathered from primary sources, secondary data related to and supporting NGO implemented projects sustainability, target groups involvement, socioeconomic and demographic characteristics of project beneficiaries, government strategies determine project sustainability factors, etc. were gathered.

Quantitative data were gathered through questionnaires, which were then reviewed to make sure they were correctly and completely filled out.

3.5. Sampling Technique and Sample Size

Multi-stage random sampling techniques were used to choose a sample of respondents who were representative of the entire population. Based on the researcher's area of expertise in agriculture and related sectors of interventions, rural sector-related projects from among the 40 projects carried out by various NGOs in the zone were screened and chosen as the target population of projects in the first stage using secondary data obtained from the Jimma Zone Finance and Economic Cooperation Office (include source).

Second, a representative sample of the intended number of projects—roughly 30% of the implemented rural sector projects (21)—were chosen. According to Mugenda (2003), a sample of roughly 30% is sufficient for study when the target population is small (less than 1000 members). Accordingly, a sample size of roughly six projects from the implemented projects was chosen using a simple random sampling procedure.

Third, the intervention districts, name of implementing NGOs and number of beneficiaries were identified. Based on preliminary information obtained, the six projects were implemented in five districts by six NGOs and benefited a total of 17,176 household heads (JZFECO, 2022) (Table 1). Thus, this total number of household heads (project beneficiaries) of the selected projects was taken as total population from which representative sample respondents were selected.

Lastly, representative respondents (project beneficiaries/clients) were selected using systematic random sampling technique and proportionally distributed to each project based on the number of the respective project beneficiaries. The sample size of respondents was computed using Yemane (2004) sample size determination formula:

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

Where: - n is the required sample size, - N is the population size and e - Acceptable error

Then the sample size for the study was obtained as:

$$n = \frac{17176}{1+17176(0.1)^2} = 99 + 10\% (99) = 109$$

Due to time and financial resource limitation and, sample population for this study was determined by 90% confidence level and 10% acceptable error. But, as a contingency 10 % of sample HH will be added. Therefore, the size of sample respondents that is going to be taken from each selected project is illustrated in Table 1.

Table 1: Distribution of total beneficiaries and sample sizes among the selected projects

N o.	Project name or code	Implementation district	Implemented by (name of NGO)	Total Number of House Hold Head			Sample size		
				M	F	T	M	F	T
1	P01	Saka Chokorsa	SSD	1812	1788	3600	12	11	23
2	P02	Shabe Sombo	ASDEPO	0	100	100	0	1	1
3	P03	Mana	iDE	372	104	476	2	1	3
4	P04	Gomma	HUNDEE	3000	1000	4000	19	6	25
5	P05	Gera	DGF	3500	3500	7000	22	22	44
6	P06	Mana	GAA	1000	1000	2000	7	6	13
Total				9,684	7,492	17,176	62	47	109

A total of 14 individuals from project partners (project signatory offices), two per each implementer NGO of the sampled project for the study with a composition of officer and focal person from line project signatory offices and two experts from zonal NGOs coordination or focal persons were selected as key informants.

3.6. Method of Data Analysis

The collected quantitative data were checked for errors, edited, coded and analyzed using SPSS statistical software for both descriptive and inferential analyses. Logistic

regression model was employed to determine the factors affecting sustainability of the projects.

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

where y = project sustainability; β_0 = the intercept term- constant which would be equal to the mean if all slope coefficients are 0; X_1 = community participation in PCM, X_2 = socio economic factors, X_3 = government strategy, X_4 = Exit strategy, X_5 = community training; β_1 , β_2 , β_3 , β_4 , and β_5 are the coefficients associated with each independent variable.

The qualitative data that were collected from the various compositions of respondents was also analyzed along with document review and discussed with quantitative data as necessary.

3.7. Variable Selection, Definition and Model Specification

In the course of identifying factors affecting sustainability of projects implemented by NGOs, the main task is exploring which factors potentially influence and how (the direction of the relationship) these factors are related with the dependent variables.

3.7.1. Dependent variable

Sustainability of projects implemented by NGO (PS): It is a dummy variable measured in terms of existence of project outcome/ Continuity of benefits after funding cycle/ after project exit or not. It takes a value one if the project is sustainable and zero otherwise. It might be affected by different factors which were identified in the analysis.

3.7.2. Independent variables

Community participation in PCM: It is a dummy variable measured in terms of whether the target household participated in the PCM. It is one if the household is involved and zero otherwise. Those farmers participated in planning; implementing and evaluation of project might contribute their part in properly implementing the project. Hence, Beneficiaries involvement in PCM is hypothesized to influence Sustainability of projects implemented by NGO.

Socio- Economic factors: are variables (dummy/continuous variables). Gender: A dummy variable taking zero if female and one if male. It is also expected to have relationship with sustainability of NGO implemented project. It is hypothesized that being a male sustains project or its outcome than a female. Educational level of project beneficiaries: It is a continuous variable and refers to the number of years of formal schooling the household head attended. Education will be hypothesized to influence Sustainability of projects implemented by NGO.

Government strategies: are dummy variables that refer to existence of sustainability complementing mechanism and execution of it. These variables are; complementing efforts from the government: it is a variable that refers to the extent of government effort in affecting project sustainability. Its value will be measured using scale ranging from one-to-five. This variable is therefore hypothesized to influence sustainability of projects implemented by NGOs. Government involvement and follow up in projects after phase out of donors: it is dummy variable that takes a value of one if government line sector continued follow up of project implemented by NGOs and zero otherwise.

Exit strategies design and implementation adapted: For this study execution of project exit strategies are hypothesized as variables that affect sustainability of NGOs implemented projects. These are dummy variable that take a value of one or zero.

Community training: Dummy variable that is if training is given then taking the value one and if not zero. This variable is therefore hypothesized to influence sustainability of projects implemented by NGOs.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1. Response Rate

From the data collected 109 questionnaires were administered and all were completely filled and returned, which represents 100% response rate. This response rate is considered excellent to make conclusion for the study. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-noted the potential participants of the intended survey, well train enumerators and gave them contingency of sample respondents and appropriate direction with regard to how and whom the contact so as to access sampled target beneficiaries of specific projects selected for the study. The researcher also utilized a self-administered questionnaire which 100% of the respondents selected from officers and focal persons of line project signatory offices were completed.

Meanwhile, follow up calls were made to clarify queries as well as prompt the respondents to fill the questionnaires and all filled questionnaires were picked shortly.

4.2. Demographic and Socio-economic Characteristics of Respondents

4.2.1. Sex and age of respondents

The sex of the respondents, the females contribute 43% of the total of NGOs implemented project beneficiaries and the remaining 57% is consists by male respondents. This implies that most NGOs have focused on gender issues and the participation of female beneficiaries were high.

Table 2. Sex and age distribution of the respondents

Variables	Category	Frequency	Percent
Sex	Male	62	57
	Female	47	43
	Total	109	100
Age	20-34	24	22

	35-44	48	44
	45-54	27	24.8
	>55	10	9.2
	Total	109	100

Source: own survey result, 2023

Table 2 also shows that 44 and 24.8 percent of the sample project beneficiary respondents were within the age brackets of 35-45 and 46-55 years, respectively. About 22 percent of respondents were within 20-34 years while the remaining respondents (10) (9.2%) were older than 55 years. This implies that most of the NGO implemented project target clients were young who are in the productive age group. This is due to the fact that NGOs working in agriculture and agriculture related sectors gave more focus to enhancing production and productivity which in turn resulted in poverty reduction than service and emergency responses.

4.2.2. Marital and educational status of the respondents

In relation to the marital status of the participants, as indicated in the Table 3, majority of them were married comprising 74 (67.9%) of the total respondents. While about 14.7%, 10.1% and 7.3% were single, divorced and widowed respectively.

The analysis also revealed that majority of the respondents (48.6%) had no formal education. It was also realized that a proportion of 34.9% and 13.8% had attended primary and secondary school respectively (Table 3). The analysis of the study findings is indicative of the fact that majority of the respondents had no formal education and could have a challenge to understand the matter under review and thus difficult to articulate project sustainability issues very well.

Table 3. Marital status and educational level of the respondents

Variables	Category	Frequency	Percent
Marital status	Single	16	14.7
	Married	74	67.9
	Divorced	11	10.1
	Widowed	8	7.3
	Total	109	100
Education level	No formal education	53	48.6
	Primary education	38	34.9
	Secondary	15	13.8

	College and above	3	2.8
	Total	109	100

Source: own survey result, 2023

4.2.3. Occupation and economic capabilities of the respondents

The major economic occupations practiced in the study area were cash crop production and mixed farming including livestock rearing and food crop production. The survey results indicate that about 57.8%, 28.4% and 9.2% of the respondents had participated in cash crop production such as coffee and chat, mixed farming (livestock rearing and food crop production activities), and petty trading respectively (Figure 3). Few respondents had also participated as wage laborer (4.6%). This reflected that the respondents' major livelihood option is agriculture.

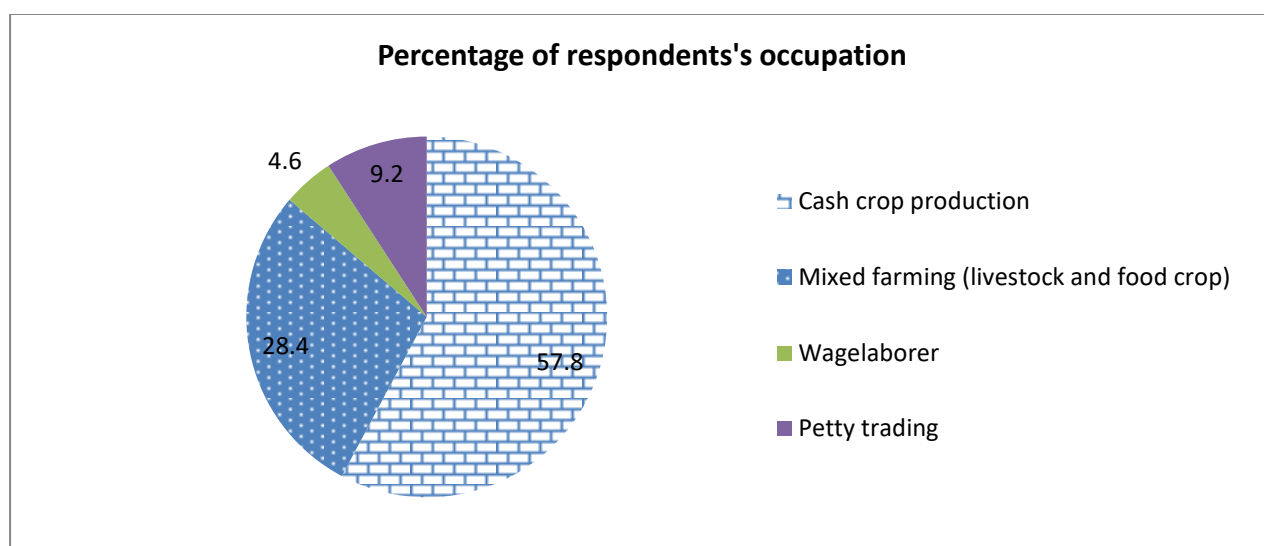


Figure 4. Occupation of the respondents

Source: own survey result, 2023

Regarding their economic capability for anything helpful for project's sustainability, about 80.7% of the respondents were not capable to contribute the required monetary and/or in kind contribution to sustain project outcome (Table 4).

Table 4: Economic capability of Respondent

Are you capable to contribute monetary and/or in kind contribution required for project sustainability	Frequency	%
Yes	21	19.3
No	88	80.7

4.3. Influence of community participation on project sustainability

Table 5 shows communities' involvement in the three stages of project cycle management. Accordingly, the analysis has shown that about 25.7% of respondent didn't participate in the project identification phase. In addition, the participation of 33%, 28.4% and 12.4% respondents in the project identification stage was rated as poor, fair and medium respectively (Table 5). The result also showed that about 45% of respondents had strongly participated in the project implementation phase as they rated their involvement in project implementation influences on the project sustainability as strong and very strong. Also, about 10% of the effect of project beneficiary participation in project evaluation on such a projects implemented by NGOs was rated as very strong and strong. But, about 38.5% of respondents had no or very low participation in overall project cycle management as they rated their involvement in project overall management influences on the project sustainability as poor and not involved. The findings are in line with Holland (2012) study who confirmed the findings when he concluded that community engagement the collaboration between institutions and governments (local, state, national, global) for the mutually benefit of exchange of resources and knowledge in a partnership and reciprocity context in the US and hence influence sustainability.

Table 5: Extent of community involvement in different stages of project management

Stages in PCM	Responses of respondents (Rating)						
	Not involved	Poor	Fair	Medium	Strong	Very strong	Total
Project Identification	28 (25.7%)	36 (33%)	31 (28.4%)	14 (12.8%)	0	0	109 (100%)
Project implementation	0	8 (7.3%)	15 (13.8%)	37 (33.9%)	43 (39.4%)	6 (5.5%)	109 (100%)
Project evaluation (closure)	13 (12 %)	35 (32.1%)	34 (31.2%)	16 (14.6%)	7 (6.4%)	4 (3.7%)	109 (100%)
Average/total	15 (13.8%)	27 (24.8%)	26 (23.9%)	22 (20.2%)	16 (14.7%)	3 (2.8%)	109 (100%)

Source: own survey result, 2023

4.4. Influence of Government Strategies on Project Sustainability

Respondents selected for the study were asked to show government involvement and follow up of donor funded projects after phase out and the extent to which complementing effort from government determines sustainability of projects implemented by NGOs. They were given five Likert-scale points ranging from very strong to poor from which they were to choose from. The study revealed that majority of respondents (60.6%) were in agreement that complementing efforts from government greatly influences the sustainability of the projects as they rated as strong and very strong. It also indicates that most of the respondents (43.1%) scored that government involvement and follow up after phase-out of implementing organization influences the sustainability of projects very strongly (Figure 4).

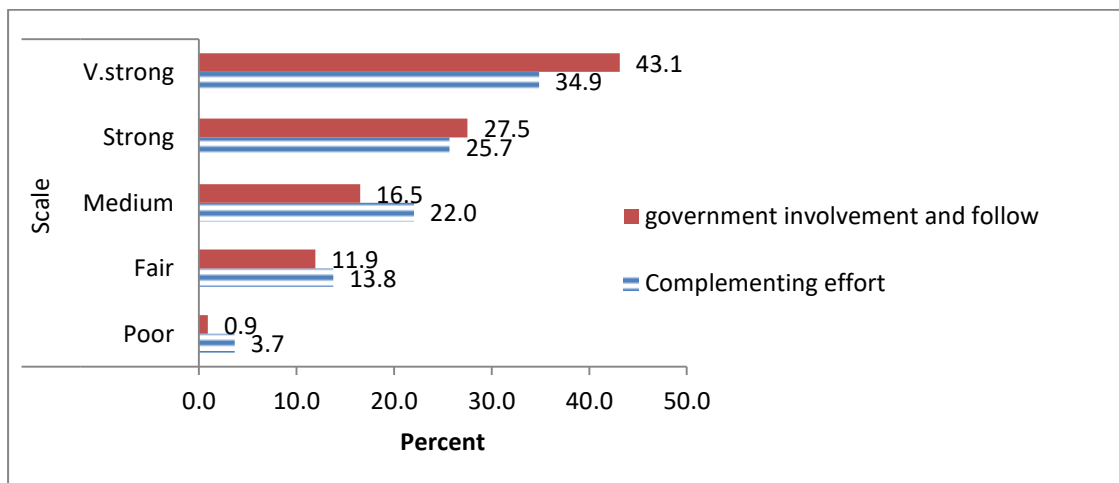


Figure 5: Beneficiary Rates on Government strategy influence of project sustainability
Source: own survey result, 2023

4.5. Community training and its influence on project sustainability

Sampled respondents were asked whether they have taken training or not which determines sustainability of project. The analyses revealed that majority of respondents (87.2%) have not received training on how to sustain the project/benefit (Table 6). This implies most of NGO implemented projects didn't offer training as exit strategy for sustaining the implemented projects in the study area.

Table 6: Community training for project sustainability

Variable	Response	
	Yes	No
Project beneficiaries were offered some kind of training on how to sustain the project/benefit	12.8%	87.2%

4.6. Exit strategies design and implementation adapted

The sampled respondents were asked to point out design and implementation of key exit strategies in place. Five exit strategies were used in collecting information on respondents' weight with regard to the level (low, medium, high) of exit strategies execution throughout the project life and how key each strategy was in ensuring project sustainability.

The result indicates appropriate execution of the project activities and resources, and ensuring responsibilities and essence of the project to the community and relevant partners are of key project exit strategies designed and in place. Respondents weighted that partnership and local linkages to CBO, Gov't sectors, NGOs and appropriate execution of the project activities, resources, were executed throughout the whole project life (Table 8).

Table 7: Respondent's rate on exit strategies for project sustainability

Exit strategies	Respondents Exit strategies weight in ensuring project sustainability						Execution of exit strategies throughout the whole project life					
	Low		Medium		High		Low		Medium		High	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Project internalizing and handing over to the community and relevant partners	3	2.8	27	24.8	79	72.4	6	5.50	47	44.2	56	51.4
Partnership and local linkages to CBO, Gov't sectors, NGOs etc	8	7.4	19	17.4	82	75.2	60	55	25	23	24	22
Ensure responsibilities and essence of the project to the community and relevant partners	9	8.3	17	15.6	83	76.1	53	48.6	30	27.6	26	23.8
Planning for exit and execution throughout the whole project life	15	13.8	46	42.2	48	44	63	57.8	23	21.1	23	21.1
Appropriate execution of the project activities, resources, etc	12	11.0	25	22.9	72	66.1	20	18.3	22	20.2	67	61.5

Source: own survey result, 2023

4.6. Project Sustainability

The respondents were asked whether the respective implemented projects are sustaining or not. Accordingly, about 69.7% replied that major activities of the implemented projects have been sustaining while the remaining 30.3% responded not sustaining (Table 7). This shows majority of activities of the implemented projects were sustaining.

Table 8: Responses on project sustainability

Is there existence of project outcome/continuity of benefits after funding cycle	Yes	No
	69.7%	30.3%

Source: own survey result, 2023

4.7. Determinants of Sustainability of Projects Implemented by NGOs

Inferential analysis

Multiple regression analysis was employed to determine Factors Affecting Sustainability of Projects Implemented by NGOs.

4.7.1. Test of Multi collinearity

Before running the model to estimate the equation of Factors Affecting Sustainability of Projects Implemented by NGOs, the association between explanatory variables was checked using variance inflation factor (VIF), which shows how variance of estimate is inflated because of the presence of multicollinearity (Gujurati, 1995).

VIF is defined as:

$$VIF = \frac{1}{1-R^2}$$

Where, R² is the value of coefficient of multiple determinations

According to Saunders (2009), most regression programs can compute variance inflation factors (VIF) for each variable and as a rule of thumb; VIF above 5.0 suggests problems with multi collinearity. Field (2009), also underline that, values for “Tolerance” below 0.1 indicate serious problems, although several statisticians suggest that values for “Tolerance” below 0.2 are worthy of concern. Accordingly, as it is seen from the table 9, multicollinearity is not the problem of this model (because VIF < 5) and

the tolerance is not less than 0.1. Therefore, the mean VIF is 1.15 that shows variables are not overlapped and they are free from collinearity effect.

Table 9: Test of Multi Collinearity

Variable	VIF	1/VIF
Training	1.22	0.819672
Rate Gov't comp effort	1.18	0.847458
Participation Evaluation	1.18	0.847458
Sex	1.15	0.869565
Exit strategy design in place	1.15	0.869565
Execution of exit strategy	1.13	0.884956
Education of House holds	1.12	0.892857
Involvement in problem identification	1.12	0.892857
Participation in project implementation	1.11	0.900901
Gov't involvement in project follow up	1.11	0.900901
Mean VIF	1.15	

4.7.2. Probit Model Analysis

The results of probit model chi-square tests applying appropriate degrees of freedom indicate that the overall goodness of fit of the probit model was statistically significant at a probability of less than 1%. Then, Pseudo R2 values indicate that the independent variables included in the regression explain 45.64% of the variations in the likelihood to sustainable project implemented by NGOs.

The regression results show that there are five variables significantly explaining continuity of benefits after funding cycle (Table 10). The variables are:

- Project beneficiary involvement in project identification influences
- Execution of planned exit strategies throughout the whole project life
- Government involvement and follow up in projects after phase out of donors
- Education and
- Training

Table 10: Determinants of the sustainability -Probit Model Result

Variables	Coef.	Robust Std. Err.	Z	P>z	dy/dx
Beneficiary's involvement in PCM					
Involvement in project identification	0.852**	0.283	3.43	0.001	0.2320
Participation in project implement	0.211	0.301	0.50	0.598	0.0304
Involvement in project evaluation	0.185	0.249	0.74	0.458	0.0444
Socio-economic factors					
Sex	-0.344	0.443	-0.81	0.429	-0.4784
Education _HH	0.152*	0.053	3.45	0.021	0.1423
Training					
	0.121*	0.248	0.72	0.032	0.0502
Government strategy					
Govt involvement and follow up	0.789**	0.244	3.66	0.001	0.2123
Rate of complementing effort gov**t	-0.898	0.216	-4.62	0.081	-0.1340
Exit strategy					
Exit Strategy design in place	0.119	0.268	0.45	0.656	0.0281
Execution of planned exit strategy	0.504**	0.240	2.04	0.000	0.2310
_cons	4.445	0.887	4.89	0.000	
Number of obs = 109, Wald chi2 (10) = 98.75, Pseudo R ² = 0.4564 **					
= 1% and *= 5% significance level					

The Regression model summary depicts relationship between dependent and independent variables. Based on the above regression result, the equation project sustainability:

$$PS = \beta_0 + \beta_1CPI + \beta_2EPB + \beta_3CT + \beta_4GSF + \beta_5EES + \mu$$

Whereby:

PS is Project Sustainability; $\beta_0, 1,2,3,4,5$ are coefficient of variables

CPI is community participation in project identification; **EPB** is Educational level of Project Beneficiaries; **CT** is community training; **GSF** is government support and follow up; **EES** Executed exit strategy and μ is error term;

Becomes:

$$\text{Project sustainability} = 4.45 + 0.852CPI + 0.152EPB + 0.121CT + 0.789GFS + 0.504EES + \mu$$

According to the result from the regression analysis, target beneficiary involvement in the project identification stage of PCM was found to have significant and positive influence on sustainability of projects implemented by NGOs at 1% significance level. The result shows that being participation of target project beneficiaries in project identification stage would increase the probability of NGOs implemented project sustainability by 23.20% as compared to non-participants. Respondents justified that including them actively in the project identification was mentioned being an efficient factor in enhancing benefit from the project that in turn ensures its sustainability. This corroborates with Carol, 2001 and IFAD, 2012 findings that community participation levels and their outcomes may manifest differently at different stages of project cycle management depending on the capacity.

From the analysis in the table above, among socio-economic factors included in the model education was found to have significant influence on sustainability of projects implemented by NGOs. These variables are statistically significant at 5% significance level. Education was found to have positive influences that indicate being in better education category would increase the probability of project sustainability by 5 percent. The study thus agrees with UNDP (1997) who noted that project sustainability is heavily dependent of the capacity of the community to continue making use of available resources to maintain project benefits.

Government strategy proxy variables were found to have significant influences on sustainability of projects implemented by NGOs. Relative to very strong rate by target beneficiaries concerning government complementing efforts after project phase out, being in other category rate of beneficiaries would decrease the probability of project sustainability by 13.4%. Moreover, government involvement and follow up in projects after phase out of implementing organization were found to have a positive effect and increase the probability of project sustainability by 21.2%. These findings imply that complementing efforts from the government that supports NGO implemented projects and government involvement and follow up in projects after phase out of implementing organization are positively related to sustainability of the projects.

Execution of planned project exit strategies throughout the whole project life was also found to have significant and positive influence on NGO implemented projects' sustainability at 1% significance level. It implies that implementation of planned project exit strategy would increase the probability of sustainability of NGO implemented projects by 23.1%.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

Based on the findings of this study the following conclusions were drawn.

It can be concluded from the finding pertaining to project beneficiaries' participation in identification, implementation and evaluation stages of the PCM that includes target beneficiaries of the project actively and acknowledging their opinions and suggestions in the project identification ensures its sustainability.

The study found out that 72.4% of the respondents rated the level of partnership and local linkages to CBO, Gov't sectors, NGOs etc in ensuring project sustainability beyond its lifespan of the as high. This concludes that NGOs implemented project sustainability is not only about beneficiary but also its partnership and linkage to the partner, CBOs, other NGOs that matters. So, this key project exit strategy is all-important.

From what study pointed out with regard to the influences of government strategies on project sustainability, it can be concluded that ensuring government complementing effort and its involvement and follow up in projects after phase out are vital to ensure project sustainability.

Government efforts to support the sustainability of project(s) carried out by NGOs, as well as its involvement and follow-up in projects after phase out of implementing organization and execution of planned exit strategies throughout the entire project life, were seen to have a positive significant impact on the sustainability of project(s) carried out by NGOs. Other elements that had a detrimental impact on the sustainability of donor-funded initiatives included the costs of project inputs, labor, and local supplies that the project required from its intended recipients.

Project beneficiaries, project managers, supervisors, and project partners shouldn't focus on just one or two factors because different aspects of government strategies, project exit strategies' design and implementation, and socioeconomic factors have an impact on the sustainability of NGOs' projects.

For projects carried out by NGOs, a combination of the various variables will result in significant sustainability.

5.2. Recommendation

The finding of the study encourage government endeavor to design and put in place exit strategies, follow up its execution and ensure accountability system at times any failure occurs. Because these significantly ensure sustainability of projects implemented by NGOs while it is also a wake-up call to implementing organization, government structure at all level not to loosen their focus aside in favor of others like attention to guarantee temporary benefits and handover project, but rather improve on all round project effort that complement sustainability of project/s during the whole PCM.

The study also recommends that NGOs and various relevant government agencies should allocate enough resources needed to support finance project sustainability associated activities.

Policy makers and administrators have to put more emphasis to the influence of government strategies on sustainability of NGOs implemented projects.

- a. Special attention should be given to complementing efforts from the government.
- b. Initiatives should be taken to increase the government involvement and follow up in project activities for the sustainability of the projects implemented by NGOs.

Executing planned project exit strategies throughout the entire project life can lead to more effective project sustainability results. This includes ensuring participation in the design and implementation of exit strategies as well as monitoring and evaluating exit strategies that have been successful throughout the PCM.

The current study didn't extensively analyze all determinants of sustainability of projects implemented by NGOs and even comparing and contrasting between projects implemented at different places and times. Therefore, additional study should be done to identify other important NGOs' project sustainability variables and their variations.

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APPENDICES

Appendix I: Questionnaire for Project Beneficiaries

This survey questionnaire is prepared to study Sustainability of projects. The aim of this project is to identify Sustainability of projects implemented by NGO in Jimma Zone. Information provided by identified sampled projects will be valued and treated confidential, at the end the finding will contribute on the knowledge for the factors which affect sustainability of NGO implemented projects.

Questionnaire No..... DistrictProject Name.....

A. Background Information of the Project beneficiaries

1. Age _____(yrs)
2. Sex _____
3. Education Level (circle)
1) No formal education 2) Primary 3) Secondary 4)Tertiary
4. Marital Status (circle)
1) Single 2) Married 3) Divorced 4) Separated 5) Cohabiting 6) Widower 7. Others (specify)
5. Occupation (circle)
1) Farmer/crop producer 2) Livestock keeper 3) Farming &livestock keeping 4) Pet trader 5) Wage laborer 6) Self-employed 7. Formal/Civil servant

B. Socio-economic factors affecting sustainability of NGO implemented projects

1. Were you selected as one of target beneficiaries of the state project? Please circle
1. Yes 2. No
2. If your answer to the above question is yes, What benefits did you gained from the project?
 - a. _____
 - b. _____
 - c. _____
 - d. _____
3. Do you think the project benefits are sustainable? Please circle 1. Yes 2. No
- 3.1. If your answer to the above question is yes, which project benefits have been sustained?
 - a. _____
 - b. _____
 - c. _____
- 3.2. If your answer to the above question is no, what do think are the reasonsfor

4. Is there existence of project outcome/continuity of benefits after funding cycle? Please circle
1. Yes 2.No

5. Do you think gender have relationship with sustainability of NGO implemented project?
Please circle 1.Yes 2.No
6. If your answer to the above question is yes, how do see effect of being a male against project sustainability? Please circle 1.Yes 2.No
7. Was there any monetary and/or in kind contribution (if any) required sustaining the project?
Please circle 1.Yes 2.No
8. If your answer to the above question is yes, how much (Birr)_____Or if in kind contribution _____
9. Were you economically capable in contributing expenses required (if any) to sustainably having benefit from the project? Please circle 1.Yes 2.No If no, why _____
10. Do you think economic capability affects project sustainability? Please circle 1.Yes 2.No
11. To what extent do you consider the following economic factors will affect sustainability of particular project/s in which you were one of the target beneficiaries? 1. Very high extent 2. High extent 3.Moderately high extent 4.Low extent 5.Very low extent Economic Factors

Economic Factors	Scale Please tick (√)				
	1	2	3	4	5
➤ Your financial capacity					
➤ Contribution amount required for sustainability of project/s					
➤ Equal access to financial resources					

C. Training for beneficiaries (communities)

1. Have you been offered some kind of training on how to sustain the project/benefit from the project?Please circle 1.Yes 2. No
 13. If your answer to the above question is yes, when? During:
 - a) Inception of interventions
 - b) Execution of the project
 - c) Project evaluation
 - d) Project phase out stage
2. If your answer to the above question is no, whom do you think have got any training/ awareness regarding project sustainability?
 - a) Kebele leaders
 - b) Project steering committee
 - c) Some other selected project beneficiaries
 - d) I don't know
3. Who offered the training?
 1. Implementing NGO 2. Donor 3. Government 4. Other

D. Beneficiaries’ Participation in PCM

1. Are you involved in designing the project? Please circle 1.Yes 2. No
2. Are you involved in project implementation? Please circle 1.Yes 2. No
3. Do you feel you are always informed on project progress?(circle)
 1. Yes 2. Sometime 3. Not at al

4. Are you involved in project evaluation of project? Please circle 1.Yes 2. No
5. At which stage did you participate? (circle)
 1. Initial meeting to discuss project 2. Meetings after approval of the project proposal 3. Inprovision of labour to implement project 4. Contributions of cash 5. Any other

.....
6. How do you rate your level of involvement at varies project cycle influences on the projectsustainability
 - 5=Very strong, 4= strong, 3=Medium, 2= fair, 1=poor

No.	Item	Agreement scale					
		1	2	3	4	5	N/A
1	Project Identification						
2	Project implementation						
3	Participation in evaluation projects						

E. Government strategies and policies

1. Was there any effort from the government side (Eg. Project/s, resource contribution etc) that complement sustainability of particular project/s implemented by NGO/s that you were of thebeneficiaries member? Please circle 1.Yes 2. No
2. Do you think government involved and follow up in projects after phase out of donors? Please circle 1.Yes 2. No
3. Is there existence of Local NGO implemented project sustainability complementing mechanisms? Please circle 1.Yes 2. No

F. Exit strategies design and implementation adapted

1. Do you think project exit strategies were well designed? Please circle 1.Yes 2. No
2. At what stage of the project do you think project exit strategies were formulated?
 - a. Inception of interventions
 - b. Execution of the project
 - c. Project evaluation
 - d. Project phase out stage
3. At what stage of the project do you think project exit strategies executions were started?

- a) Inception of interventions
- b) Execution of the project
- c) Project evaluation
- d) Project phase out stage
- e) I don't know

4. How do you rate the following project exit strategies in term of ensuring project sustainability and its execution throughout the whole project life of particular project for which you were selected as beneficiary? Please tick (√)

List of exit strategies	Weight in ensuring project sustainability			Execution of planned exit strategies throughout the whole project life		
	Low	Medium	High	Low	Medium	High
Beneficiaries' involvement in PCM						
Project internalizing and handing over to the community and relevant partners						
Partnership and local linkages to CBO, Gov't sectors, NGOs etc						
Ensure responsibilities and essence of the project to the community and relevant partners						
Planning for exit and execution throughout the whole project life						
Appropriate execution of the project activities, resources, etc						

5. Stepping back from the project level, in your opinion what advice would you offer project stakeholders on how to ensure sustainability of projects implemented by NGO? (i.e., what should they do/ what are the keys to sustainability?)

5.1. Project Donors

- A. _____
- B. _____
- C. _____

5.2. Project implementing NGOs

- A. _____
- B. _____
- C. _____

5.3. Target project beneficiaries

- A. _____
- B. _____
- C. _____

5.4. Other stakeholders

- A. _____
- B. _____