

JIMMA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF ACCOUNTING AND FINANCE



**DETERMINANTS OF PROJECT SUSTAINABILITY: *The
case of NGO projects in West Arsi Zone***

By:

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**August, 2020
Jimma, Ethiopia**

JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND OF ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE

DETERMINANTS OF PROJECT SUSTAINABILITY:

The case of NGO projects in West Arsi Zone

**A Thesis Submitted to School of Graduate Studies in Partial
Fulfillment of the Requirements for the Degree of Masters of Art
in Project Management and Finance**

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DECLARATION

I, the undersigned, declare that this thesis is my original work and has never been presented for a degree in any other university and that all sources of materials used for this thesis have been duly acknowledged. The advisors and examiners' comments have been duly taken in to account.

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BIOGRAPHICAL SKETCH

The author was born on February 1982 in west Arsi zone of Oromia national regional state, in Kore town. He attended his elementary and junior education at Kore primary and junior secondary schools and Senior Secondary School in Dodola town. After passing ESLCE, he joined Jimma University College of Agriculture in 2002 and graduated with diploma in Plant Science in July, 2003. After graduation he served in Nensebo Woreda Office of Agriculture and Rural Development and in Land and Environmental protection office of the same woreda for six years. He joined Haramaya University in 2005 and pursued his B.Sc. degree in Agricultural Economics Summer program. Working in non-governmental organization, he joined Hawassa University and received his MA degree in Development Economics in 2016 academic year. The researcher joined Jimma University Business and Economics College in September 2018 to pursue his MA degree in Project Management and Finance.

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ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
ANR	Agriculture and Natural Resource
CBO	Community Based Organization
CSA	Central Statistical Authority
CSO	Civil Society Organization
ETB	Ethiopian Birr
FGDs	Focus Group Discussions
IDC	Iringa District Council
INGOs	International Non-Governmental Organizations
MFA	Ministry for Foreign Affairs of Finland
NGO	Non-Governmental Organization
PCM	Project Cycle Management

PMBOK	Project Management Body of Knowledge
PPSSM	Probability Proportional to Size Sampling Method
VIF	Variance Inflation Factor
WAZFECo	West Arsi Zone Finance and Economic Cooperation

ABSTRACT

This thesis analyses sustainability of NGOs implemented projects phased out since 2015. In order to achieve this objective, descriptive analysis and econometric model were carried out. The study were 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 unpolished sources. The target population was 11,626 beneficiaries addressed by NGO implemented that get phase out in the past five years (2014-2019) out of which 240 sample respondents were drawn based on probability proportion to sample. Descriptive analysis was used to describe the socio-economic and demographic characteristics of sample project beneficiaries. Key informant interview was done using two person per each project sampled for the study with a composition of officer and focal person from line project signatory offices. To draw conclusion about population under the study, different tests were undertaken for critical assumption of statistical analysis. The result of tests for assumptions between variables shows that the data is adequate to run regressions. From the result of the study, educational level of NGOs implemented project beneficiaries, community contribution (money, labor, and local materials, price/cost of project inputs, government involvement and follow up in project after phase out of donors, complementing effort from government and execution of planned exit strategies throughout the whole project life are 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 endeavor design and in place of exit strategies, follow up its execution and ensure accountability system if any failure could happen.

Key Words: project, sustainability, NGO, beneficiaries, probit, marginal effect

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Non-Government Organizations (NGOs) both local and international; are non-for profit organization 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 plays a great role in the gap between supply made by private and government sectors. NGOs engage in various areas such as relief and humanitarian aid, disaster risk management, conflict resolution, environmental protection, and poverty alleviation among others. Many NGOs endeavour to deliver basic services to people in need, and organizing policy advocacy and public campaigns for change (Karanja, 2013).

NGOs employee project management approaches to deploy specific amount of donor provided resources to address a typical socio-economic problem in a targeted community within a specific time frame and budget constraint. The core principle in NGO lead project management is ensuring project outcome sustainability. Success in the management of NGO project; hence, measured by the extent at which the project management capacitate targeted beneficiaries and relevant stakeholders in ensuring sustainability of project outcomes after major assistance from donor is completed.

In Bennett, Lynn (2003), the term "Sustainable" means to endure, to last, and to keep in being. The two terms used interchangeably together; Sustainable development would be all about marshalling resources to ensure that some measure of human well-being is sustained over time. 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:, 4).

Empirical studies on sustainability of donor funded project, albeit limited, identified several instances of failure in ensuring project sustainability which suggests the need for further studies to identify the factors associated with donor funded projects sustainability.

According to the information from the District Executive Director's office, more than two hundred (200) government and donor funded projects have been initiated in Iringa District (IDC, 2012). Despite this heavy investment in clean water projects, still water shortage problem is high at Iringa District due to gaps in projects sustainability. Another study by Obasanjo (2003) pointed out analysis of the capital economic structure have identified the complexity of getting resources to the people, getting people to participate, financing and managing delivery of services at micro and macro levels as major challenges for projects sustainability. Unsurprisingly, poor communities have continued to witness a decline in living standards, increasing levels of poverty and deterioration in infrastructures (Kilifi DDP 2005 – 2012).

Sustainability cannot be achieved without stakeholder involvement and support. Stakeholders should actively participate to influence the direction and detail of design and implementation of the projects. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve participation (Nyonje, Kyalo & Mulwa, 2012).

Traditions, core values and customs within the community are part of the socio-cultural factor and since they steer the behaviour of the community members, they have significant effects on the project success and sustainability. Furthermore, the basic living standards in the area, the level and availability of services and technology and environmental conditions have affects on the project and its sustainability (House, 2007; McConville, 2007).

Abdulahi (2018) identified four main factors that play to influence project sustainability such as community participation, community capacity building, project leadership and monitoring and evaluation of project. Judging whether a project and its benefits are sustainable is important as a means of determining project success. However, the studies ignored other important factors affecting donor funded projects pertaining to government strategies, socio-economic factors, Target community participation etc. Therefore,

understanding what factors influence sustainability is even more important for designing better projects in the future.

1.2. Statement of the Problem

Both international and national NGOs play an important role in development throughout the developing country. They offer services national governments are unable to provide for their citizens (Gidron, van Ufford and Kello, 2003:17). However, different scholars studies factors affecting sustainability of project outcomes. To mention few, Kinyashi (2008) studied Analysis of Community Participation in Projects Managed by World Vision in Central Tanzania and the result of the study reveal that development projects are not sustainable due to unsuitable implementation strategies. The finding of Esther Mukoya Mutimba (2013) who studied determinants of sustainability of selected donor funded projects in Ganze constituency in Kenya revealed a strong positive correlation between management practices and sustainability in projects thus reflecting that projects with good management practices had higher chance of sustainability. Jimson Joseph chumbula (2016) studied the sustainability of water projects in Tanzania. The result of the study revealed that project maintenance per annum and meetings with community conducted per annum were found to affect sustainability of the project.

The Ethiopian government in collaboration with different partners have accorded high priority to the poverty reduction sectors and have shown commitment to design, generate funds and support implementation of different projects. Despite the recognition of the contribution of NGOs implemented projects, very limited studies has been made on sustainability of donor funded projects. As pat of this effort, a number of projects have been designed and implemented and some are under implementation in West Arsi zone since the establishment of the zone. Although efforts have been made since then, there are problems in continuously generating benefits as targeted.

One of the critical problems concerning the projects implemented by NGO in West Arsi Zone is sustainability that occurs after project phase-out. In this regard, although they are expected to continue as per the project plan or agreement signed between donor and government/community, significant number of projects failed to continue after project

completion (WAZFEC, 2019). In order to improve this situation, it is necessary to identify key exit strategies design and implementations adapted and assess the extent of target community involvement and government strategies in influencing project sustainability. However, none attempted to investigate sustainability of non-governmental organizations implemented projects and no research has been done within the aforementioned geographical area to investigate factors affecting sustainability of donor funded projects. Therefore, this study attempted to seek answer for what are the main factors affecting sustainability of donor funded projects implemented in West Arsi Zone. The study findings helpfully provide the ways forward that will help the government and the concerned community to arrive at the desired targets; also it will be used by the local government of the zone to refine the approaches that have been used for quite a long time in initiating sustainability.

1.3. Research Questions

- What are the socio economic and demographic characteristics of projects beneficiaries in the study area?
- To what extent does government strategies determine sustainability of donor projects
- What key exit strategies design and implementation were adapted to ensure sustainability of donor funded projects?
- To what extent do target community involvement influences the sustainability?
- What factors (target community, socio-economic, government strategic and exit strategies design) have been affecting sustainability of projects implemented by NGOs?

1.4. Objectives of the Study

1.4.1. General objective

The general objective of this study is to assess the determinants of projects sustainability implemented by NGOs in West Arsi Zone, Ethiopia.

1.4.2. Specific objectives

The study specific objectives of this study are:

- To describe the socio economic and demographic characteristics of projects beneficiaries in the study area;
- To assess the extent to which government strategies determine sustainability of donor projects;
- To assess the design and implementation of key exit strategies adapted for ensuring project sustainability;
- To examine how target community involvement at different stages of project management cycle influences the sustainability; and
- To identify factors affecting projects sustainability of the beneficiaries in the study area.

1.5. Significance of the Study

This study was focuses on analysis of factors affecting sustainability of projects implemented by NGOs in West Arsi Zone, Ethiopia. This study result will be of great importance to the non-governmental organizations since it will help them consider factors affecting sustainability of projects they implement, and this will contribute to ensuring a higher rate of project sustainability; this will be important as it elaborates on the key elements to consider during the design, implementation and phase-out of projects; it will assist them to know how to make sustainability effective when doing their projects. The study findings possibly will become a reference tool and a guide to development actors like, donor funding agencies in implementation, monitoring and evaluation of strategic plans for projects leading to adapting best practices contributing to sustainability. The community will also benefit from the study through enhanced knowledge and information, and participating towards ensuring sustainability of projects in working against significant

factors affecting sustainability that will be investigated by the study as they are the key stakeholders in implementation of any donor funded project.

1.6. Scope and Delimitation of the Study

This study is limited to agriculture and food security related projects implemented but phased out since 2015 by non-governmental organizations in West Arsi Zone. This may not be representative enough in establishing the analysis of effective sustainability of projects by other NGOs in Ethiopia. The study was limited to west Arsi zone specifically targeting NGOs projects implemented in the zone and completed dating from 2015 to 2020. To keep on scope the study confined itself on socio economic and demographic characteristics of projects beneficiaries, government strategies with regard to project sustainability, project target community involvement, and factors affecting project sustainability in the context of the study area.

1.7. Limitation of the Study

This research was limited to agriculture, natural resource and livestock related sectors. The finding of the research cannot be concluded to the national projects as it was limited to West Arsi zone. The results obtained from the data suffer from the limitation of inclusive information with respect to all determinants of sustainability of NGOs implemented projects.

1.8. Organization of the Study

The research has five chapters chapter one deals with the introduction which includes; back ground of the study, statement of the problem, general and specific objectives, significance of the study, scope and delimitation of the study, limitation of the study and organization of the study. The second chapter deals with review of related literatures. And chapter three, four and five deal with research methodology, data analysis and interpretation, conclusion and recommendations respectively.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Literature review encompasses the evaluation of all sources of information or data that relate to the topic and is not confined solely to academic publications (Baker, 2003). This chapter looks at theoretical concepts related to NGOs implemented projects and its sustainability and what has already been published by some accredited scholars and researchers in this regard. .

2.1. Theoretical Literature Review

2.1.1. Definition of concepts /terms

Project: is any endeavor in which human, material and financial resources are organized in a novel way, to undertake a unique scope of work, of given specification, with constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives. It has a unique process consisting of a set of coordinated and controlled activities with a start and finish dates.

Sustainability: 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.

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.

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. 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 begun 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 130 projects implemented and phased out, during the last ten years, in the

study area in particular. Specifically, 30 agriculture sector related projects implemented by 22 NGOs were phased out since 2015. These projects were proposed to benefit 1,258,724 target communities with a total invested budget of 864,933,216.61 ETB. This research, therefore intended to study sustainability of projects implemented by NGOs in Oromia national regional state and in West Arsi administrative zone in large.

2.1.3. NGOs and their Roles

Many authors mentioned the role of NGOs. Clark (1991) said that through strategic use of their grass roots experience, NGOs can make an invaluable contribution to development understanding. Another study by Tedit (1994:140) confirmed that when the NGO channel was established in no monist donor countries, the NGOs were regarding as marginal actors complementing state to state aid based on ideas that “the state was too weak or too bureaucratized ” to means anything to the poor. According to Rahmato, Bantirgu, and Endeshaw (2008), the heavy influx of foreign INGOs at the height of the famine crisis and the emergency food assistance they brought with them in Ethiopia during the Derg regime not only helped stave off the crisis but also provided a foundation for the growing involvement of INGOs in the country’s subsequent relief and rehabilitation programs.

For that reason, documents on NGOs stipulated that the major function of NGOs in development was many focused on micro level development and the needed for empowerment of marginal group.

2.1.4. Sustainability: definition and theoretical interpretation

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, Redclift, 1993; Sachs, 1999; Satterthwaite, 1996). In the present section, some theoretical interpretations of the concept sustainability are elaborated.

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 depends 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).

2.1.5. Concept of project sustainability

Sustainability analysis is the identification and analysis of the key factors that are likely to impact, either positively or negatively, on the likelihood of delivering sustainable benefits. It is closely allied to risk analysis and although there are differences, sustainability analysis can be considered to be an extension ~ analysis. A broad sustainability analysis should be incorporated into the Country Strategy; the level of relevant detail should be expanded and refined at each stage of the activity cycle, starting from identification through to completion. It should be appraised and reviewed at least annually during implementation and it should be evaluated in order to learn lessons.

2.1.6. Assessing project sustainability

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.

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 term 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) assert 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. (3.)

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 Kuria, 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 played role in the sustainability of NGOs implemented projects

Several factors that been identified as affecting community participation hence sustainability. Plummer (2002) identifies this factors to include; skills and knowledge and

employment, education and literacy cultural beliefs and practices, gender, social and political marginalization. Dorsner (2004) adds the barriers that may hamper participation are considered; social norms and values, the legal system, administrative rules and procedures and income distribution.

Participation is defined as a process through which stakeholders' influence and share control over development initiatives, and the decisions and resources which affect 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).

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.

Community participation involves the community coming together to identify their needs, plan, and execute solution to the needs. Involvement of community opinion leaders and

giving them appropriate training is very important in ensuring sustainability of community projects (Laura, 2004). Stakeholders' participation must be based on principles of voluntary involvement to allow full commitment to the course and full participation (Wilcox, 1994). There is great importance in seeking the support of the community opinion leaders (Cleaver, 1999). These are people who have the ability to rally the community behind an idea or even against an idea (Cleaver, 1999).

A study done by Hodgkin (1994) identified resources required for financing the project as a critical importance to sustainability. Insufficient financing is a major factor which is often cited as a reason for project sustainability 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, this contributes to sustainability not only through increasing resources available for sustaining and expanding benefits.

2.2.2. Government 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 affects 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.

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).

In the views of Levinger and McLeod (2002), a well designed and implemented exit strategy bear six elements, namely: (i) Planning for exit from the beginning; (ii) Developing partnership and local linkages; (iii) Building local organizational and human capacities; (iv) Mobilizing local and external resources; (v) Staggering the phasing of activities and resources; and (vi) Allowing roles and relationship to evolve. They cited that these elements should be integrated as part of the overall project approach. 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.

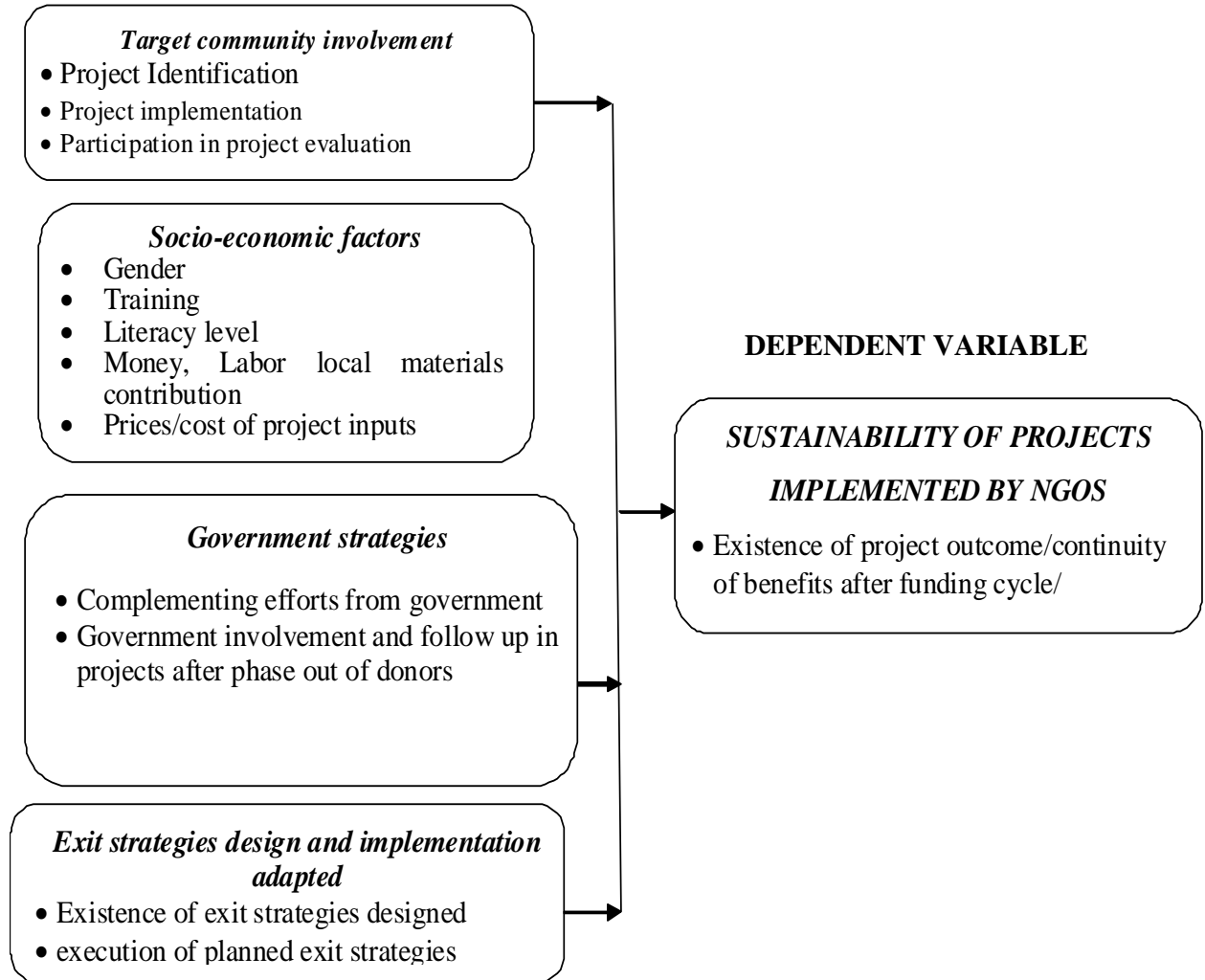
2.3. Conceptual Framework

This study conceptualized in the sense that, there are key determinant of sustainability of projects implemented by NGOs. As illustrated in figure 1, the independent variables will be target groups involvement, socio-economic factors, government strategies and key exit strategies design and implementation adapted to ensure sustainability of donor funded projects. The dependent variable will be 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. In these regard, there are studies conducted so far related to Factors Influencing the Sustainability of projects (e.g. Abdulahi, 2018; Esther M. and Zenna A., 2013). These studies indicated only some factors that affect Sustainability of specific projects like camel milk value chain development projects but they did not go further to assess key variables affecting Sustainability of donor funded Projects. Hence, this study will focus on the following factors identified through practical experiences and preliminary to be studied.

Figure 2:1: Conceptual Framework on Factors Affecting Sustainability of Projects Implemented by NGOs

INDEPENDENT VARIABLES



Modified from Abdulahi et al. (2018)

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter sets out various stages and phases that were followed in completing the study. It covers the description of the study area, the study design, study population, sampling procedures, sample size, data collection methods and data analysis.

3.1. Description of the Study Areas

This study was undertaken in West Arsi Zone, Oromia national regional state, Ethiopia. According to the information received from zone ANR office, West Arsi Zone comprises four independently administered towns and 13 woredas. Shashamenne is the zonal town located 250km away from Addis Ababa.

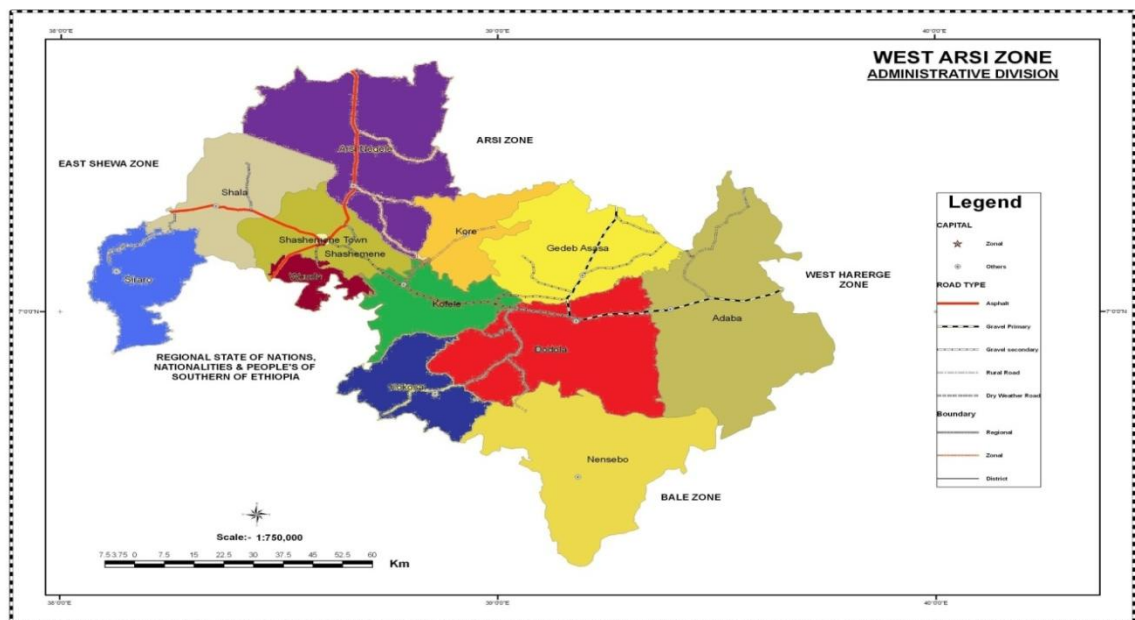


Figure 3:1: Map of the study area

West Arsi Zone has different agro-ecological zones. According to zone ANR office baseline Survey (2008), this zone has altitude that ranges from 900masl to 2,500masl. The lowest place is found in Wabe gorge areas (less than 1,000m).

The zone climate is grouped in to three zones: lowland (*Kolla*), midland (*Woinadega*) and highland (*Dega*). It is hot for most of the year with average temperature ranging from 15-35°C. The annual rainfall is ranges from 700mm to 1,200mm. With the exception of the people living in the towns, mixed farming, which encompasses crop cultivation and herding, is the major means of livelihood in the zone, although some alternative income generating activities (IGAs) such as rearing, fattening, petty trade, traditional bee keeping, and firewood collection and selling, wage based employments are also practiced to some extent. Agriculture is the main stay for more than 90% of the population in the zone.

3.2. Research Design

According to Kombo et al. (2002), research design is the scheme; outline or plan that is used to generate answers to research problems. This study adopted a descriptive research design. The descriptive design is selected because it allows gathering numerical and descriptive data 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. Data Source and Method of Data Collection

In order to achieve the stated research objectives, the study used both primary and secondary data sources. Primary data was collected from Project managers/officers and clients/beneficiaries having interest on the projects under study. Primary data was obtained using structured questionnaire, with the intention of meeting ultimate objectives of the study. Secondary data was obtained from project documents and reports, document and reports of Agriculture and Natural Resources, Finance and Economic Cooperation etc.

Secondary data related to and support NGO implemented projects sustainability, target groups involvement, socio economic and demographic characteristics of projects beneficiaries', government strategies determine project sustainability factors, etc were gathered to support the information collected from primary sources. Government sectors

related to sampled target projects, CSA, different literatures and other sources of data were also assessed as the source for secondary data.

Quantitative and qualitative data collected through questionnaires were checked to ensure that they are adequately and appropriately filled.

3.4. Target Population

Target population refers to an entire group of individuals, events or objects having a common observable characteristic (Mugenda and Mugenda 2003). 30 agriculture sectors related projects which were particularly engaged in natural resources, livestock, welfare and livelihoods improvement, emergency response and recovery etc implemented by 22 NGOs in West Arsi zone but phased out since 2015 were targeted. The research considered project beneficiaries and managers/officers who have information about the projects implemented in the study area and concern with projects’.

3.5. Sampling Technique and Sample Size

3.5.1. Project beneficiary sampling

In order to select a representative sample of actors’ multi-stage random sampling techniques were implemented. In the first stage, out of the 13 woredas and 4 towns in the zone, three woredas namely Negelle Arsi, Siraro and Shashamane where significant number of NGOs with agriculture and related sectors of interventions were found in a mixed composition (local those established under Ethiopian organizations of civil societies proclamation or internationally formed under the laws of foreign countries), since 2015, were identified using secondary data collected from West Arsi zone Finance and Economic Cooperation office.

In the second stage, from target 30 projects implemented by NGOs in the three woredas, seven that accounts about 30% of the total phased out projects were selected using probability proportional to size sampling method. This was based on heterogeneity of projects and Mugenda & Mugenda (2003) recommendation that when the target population is small (less than 1000 members), a sample of about 30% is adequate for research. This was undertaken after exhaustively listing projects taking in to consideration

of the level of heterogeneity of the projects in terms of area of intervention (among agriculture related sectors) and, money and time required to collect data from these entire projects or contacts and considering.

Table 3.1: Project sample size distribution in the sample woredas

Woredas	Number of NGO implemented but phased out projects since 2015	Number of Sampled projects
Negelle Arsi	13	3
Siraro	10	2
Shashamane	7	2
Total	30	7

Source: Own sampling design (2019).

Finally, clients/beneficiaries were randomly selected. This was undertaken after having sampled project document so as to manage gaps in sampling exact number of sampled woreda and project specific target communities benefited from projects designed for more than one woredas.

The approach used for this study to determine the sample size from the targeted population of clients/beneficiaries, project managers/officers, and selected project partner office experts was adopted from (Kothari 2004) as illustrated below;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 N - 1 + z^2 \cdot p \cdot q}$$

Where:

- 'n' is the required sample size,
- N is the population size and
- z- Value of standard variate at a given confidence level
- p- Sample population
- q- (1-p) and
- e- Acceptable error

In this study, the researcher desired 95% confidence level giving the value of z (± 1.51) while the acceptable error was expected at 0.054. According to Faraday (2006), the acceptable error was generally set at 0.05 or a 5% probability that a significance difference occurred by chance. Kothari (2004) recommends a value estimate of p at 0.5 as this gave a maximum sample value and yield the desired results. Using these values, the sample size was calculated as follows;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2(N - 1) + z^2 \cdot p \cdot q}$$

$$n = \frac{1.51^2 * 0.54 * 0.5 * 11626}{0.05^2(11626 - 1) + 1.51^2 * 0.54 * 0.5}$$

$$n = \frac{7157.28}{29.68} \quad N=241.15 \cong 240$$

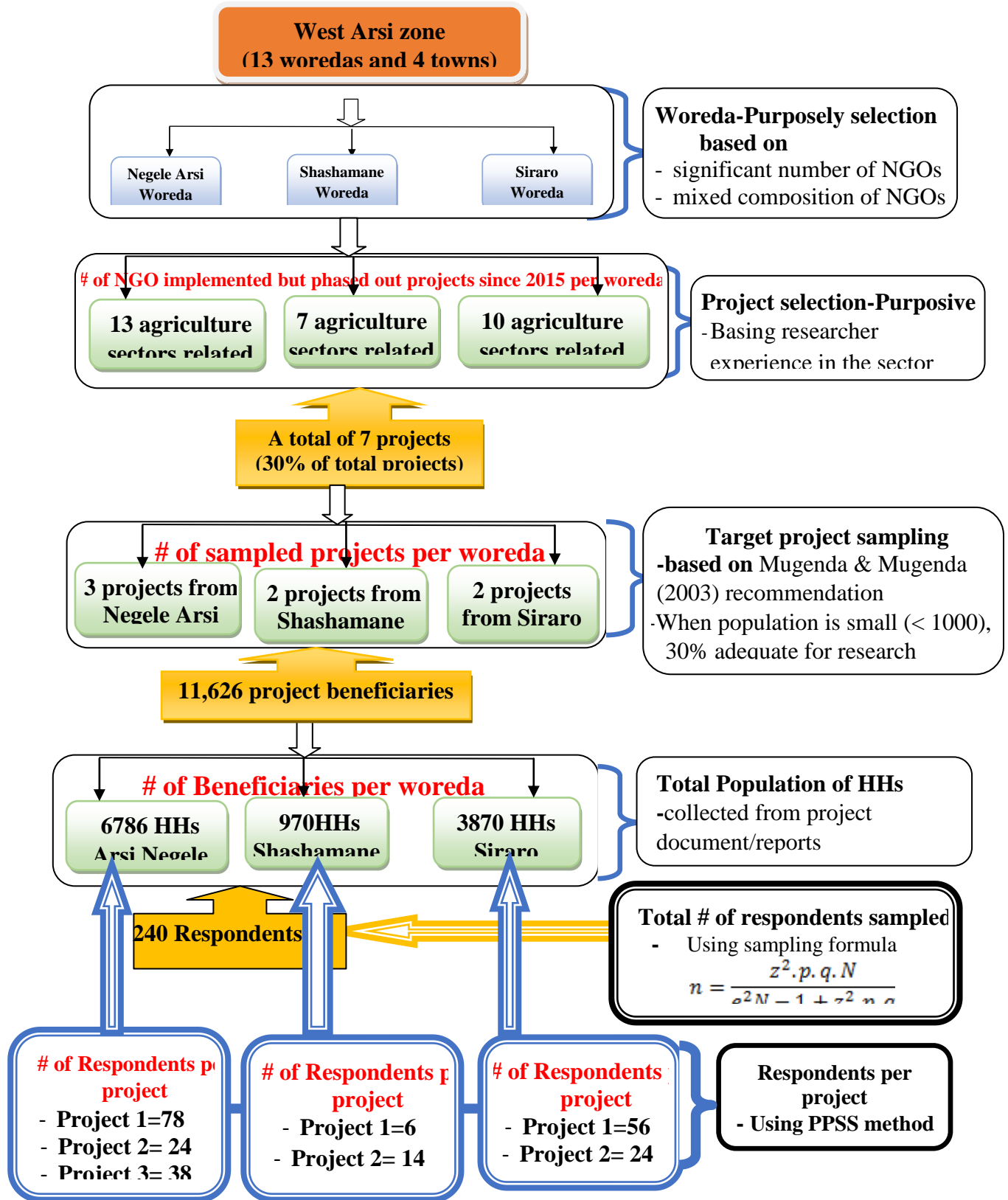
Table 3.2: Sample size distribution of the respondents per project and woreda

Woredas	# of NGO implemented but phased out projects since 2015	# of Sampled projects per woreda	Project Name	# of Beneficiaries	# of respondents sampled from selected projects using PPSSM
Negelle Arsi	13	3	1	3766	78
			2	1170	24
			3	1850	38
Siraro	10	2	4	1170	24
			5	2700	56
Shashamane	7	2	6	270	6
			7	700	14
Total	30	7		11626	240

3.5.2. Project partners sampling

A total of 14 individuals from project partners (project signatory offices), two per each project sampled for the study with a composition of officer and focal person from line project signatory offices were selected. Furthermore, two experts working in zone NGOs coordination department were selected.

Figure 3:2: Summary of overall project beneficiary sampling procedure



Source: Own sketch, 2020

3.6. Data Processing and Analysis

The method of data analysis was both qualitative and quantitative. The collected data were checked for errors, edited, coded and analyzed using Stata (Version 14) for both descriptive and inferential analyses. Logistic regression model was employed to determine the factors affecting sustainability of the projects. The model was necessary to explain the prediction of factors likely to determine an outcome variable (sustainability) which is based on values of a set of values and the sustainability was dichotomous variable with two values, 1 if the projects were perceived to be sustainable and 0 otherwise, (Hosmer and Lemeshew, 1989).

The model tested is as shown below:

The probit model is built on a latent variable with the following formulation (Wooldridge, 2002).

$$Y_i^* = \beta_i X_i + u_i \quad u_i \sim N(0,1) \dots \dots \dots \text{equ}(1)$$

$$Y = 1 \text{ if } Y^*_i > 0, Y = 0 \text{ if } Y^*_i \leq 0$$

Where:

Y_i^* is a latent (unobservable) variable representing whether the project outcome is sustain or not. X_i is a vector of independent variables hypothesized to affect projects sustainability, β_i is a vector of parameters to be estimated which measures the effects of explanatory variables on sustainability of projects, u_i is normally distributed disturbance with mean (0) and constant variance and captures all unmeasured variables $Y =$ is a dependent variable which takes value of 1 if the project outcome is sustainable and 0 otherwise.

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

3.7. Variable Selection and Definition

In the course of identifying factors influencing 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 variables

Sustainability of projects implemented by NGO (PSust): 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 will be identified during the analysis.

3.7.2. Independent variables

Beneficiaries' involvement 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. Abdulahi (2018) found that farmers who attended good level of education contributed for donor funded value chain development project sustainability. Education therefore is hypothesized to influence Sustainability of projects implemented by NGO.

Money, labor and local materials contribution: It is dummy variable that refers to any in-kind and/or money contributed by the target households. It is hypothesized to positively influence continuity of benefits from NGOs implemented project after funding cycle.

Prices/cost of project inputs: it is continues variable that refers to price of project activity input. The variable is measured in birr and hypothesized to influence sustainability of projects implemented by NGOs.

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 existence 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.

Table 3.3: Description of the dependent and independent variables used in the model

Variables used in the model	Category/Type of variable	Question	Value
Sustainability of projects implemented by NGO	Dummy	Do you think the project is sustainable?	It take 1 if the project is sustainable and 0 otherwise
Beneficiaries involvement in PCM	Dummy	Are you involved in identification of the project?	It take 1 if they were involved and 0 otherwise
		Are you involved in project implementation?	It take 1 if they were involved and 0 otherwise
		Are you involved in project evaluation of project?	It take 1 if they were involved and 0 otherwise
Socio- Economic factors	Dummy	Gender	1= male 0= female
	Categorical	Level of education	1=no formal education, 2=primary,3=secondary,4=tertiary
	Dummy	Did you trained on how to sustain benefit from the project?	It takes 1 if attended training and 0 otherwise
	continues	Money, Labor and local materials contribution	Birr
	Continues	Cost of input	Birr
Government strategies	Dummy	Government involvement and follow up in projects after phase out of donors	1 if follow up continued and 0 otherwise
		How do you rate complementing efforts from the government after implementing NGO left out?	5=Very strong, 4= strong, 3=Medium, 2= fair, 1=poor
Exit strategies design and implementation adapted	Dummy	Do you think exit strategies were well designed?	1=yes and 0=No
		Is there execution of planned exit strategies throughout the whole project life?	1=yes and 0=No

CHAPTER FOUR

4. PRESENTATION, DATA ANALYSIS AND INTERPRETATION

The presentation in this chapter shows the analysis of the data collected from the various respondents and interpretation of the findings.

4.1. Response Rate

From the data collected 240 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. Socio-economic and Demographic Characteristics of Respondents

The demographic profile of the respondents is presented in this section. The personal profile of the respondents is analyzed as per their gender, age, levels of educational achievements, and economic occupation. Descriptive statistics was performed on the demographic variables as a means of describing the respondents.

4.2.1. Distribution of the respondents by sex, marital status and training on project sustainability

Table 4.1 shows clearly that 60.8 and 20 percent of the sample project beneficiary respondents were within the age brackets of 35-45 and 46-55 years, respectively. Whereas those respondents who were older than 55 and younger than 35 years

represented about 19.2 percent of the sampled project target beneficiaries. 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.

The gender of the respondents, the females contribute 26.6% of the total of NGOs implemented project beneficiaries and the remaining 73.4% is consists by male respondents.

With regards to the marital status of the participants, as depicted in the table 4.1 below, majority of them were married comprising 191 (79.6%) of the total respondents. On the other hand 25 (10.4%) of the participants were single. Most of the aged and experienced employees leave the bureau and fresh university graduates join it, implying the bureau could not retain its experienced employees.

Table 4.1: Demographic and socioeconomic characteristics of samples

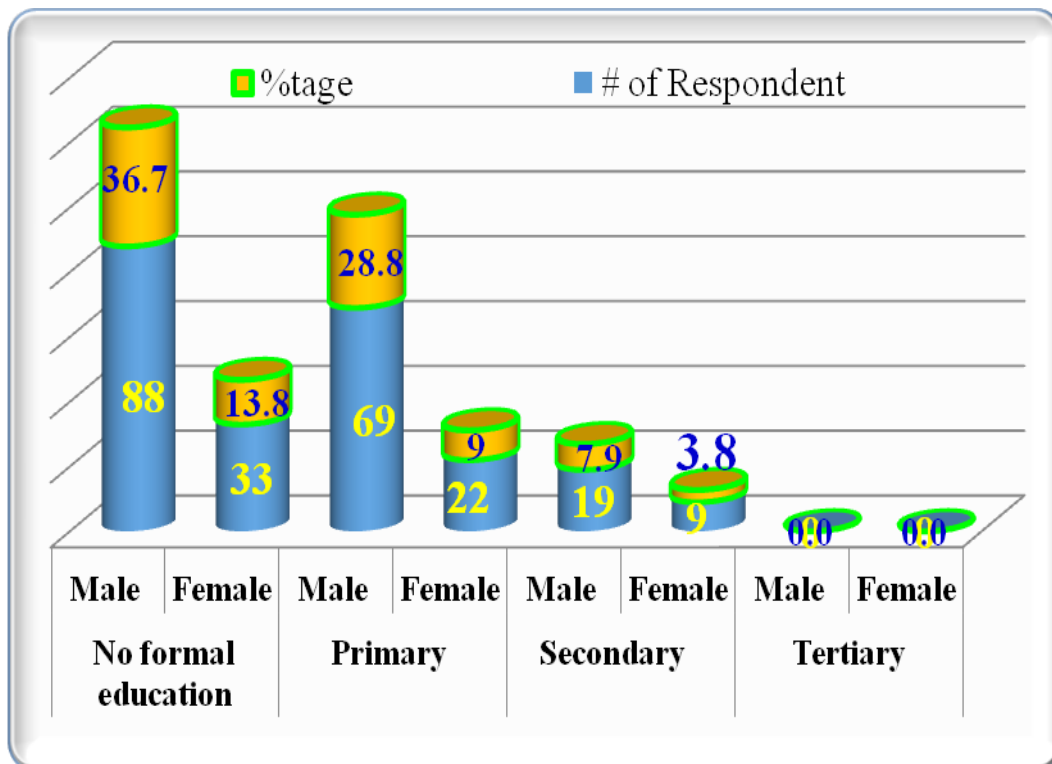
Variables	Item	Frequency	%	Valid Percent	Cumulative Percent
Sex	Male	176	73.4	73.3	73.3
	Female	64	26.6	26.7	100.0
Age	20-35	37	15.4	15.4	15.4
	36-45	146	60.8	60.8	76.8
	46-55	48	20	20	96.2
	>55	9	3.8	3.8	100
Marital status of selected project beneficiaries	Single	25	10.4	10.4	10.4
	Married	191	79.6	79.6	90.0
	Divorced	19	7.9	7.9	97.9
	Separated	5	2.1	2.1	100.0
HH offered some kind of training on how to sustain the project/benefit	Yes	34	14.2	14.2	14.2
	No	206	85.8	85.8	100.0

Sources: survey result, 2020

4.2.2. Educational level of respondents

Further analysis however revealed that majority of the respondents (50.5%) had no formal education among them 13.8% are female. It was also realized that a proportion of 38% and 11.7% had attended primary and secondary school respectively (Figure 4.1). 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.

Figure 4:1: Sex disaggregated educational distribution of the respondents

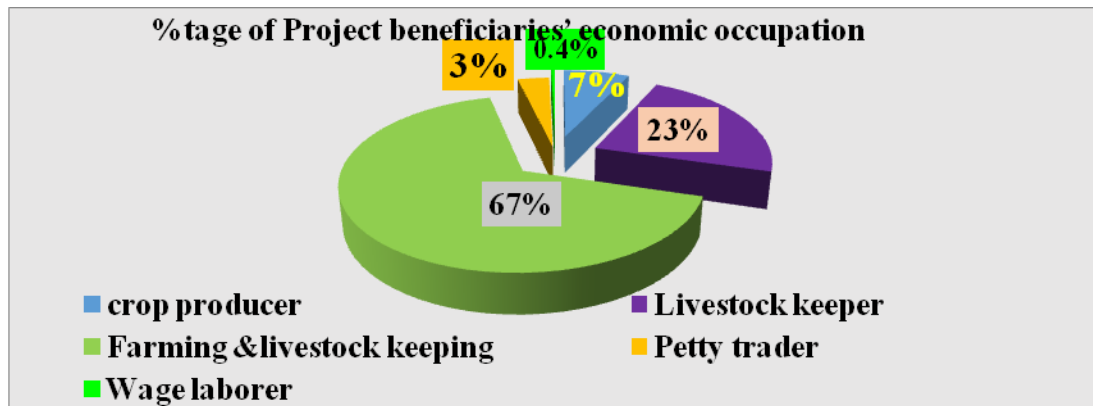


Sources: Survey result, 2020

4.2.3. Respondents economic occupation and capability

The major economic occupations practiced in the study area were mixed farming and livestock herding followed by crop production. The survey results indicate that about 67%, 23% and 7% of the respondents had participated in mixed farming, livestock herding and crop production activities, respectively (Figure 4.2). This reflected that serious attention should be given to protect the problem of tree destruction in the area.

Figure 4.2: Respondents distribution in economic occupation



Sources: Survey result, 2020

According to the results shown in Table 4.2, 72.08 percent of the respondents were not capable to contribute the required monetary and/or in kind contribution to sustain project out come.

Table 4.2: Economic capability of Respondents

Are you capable to contribute monetary and/or in kind contribution required for project sustainability	Frequency	Percent
yes	67	27.92
No	173	72.08
Total	240	100

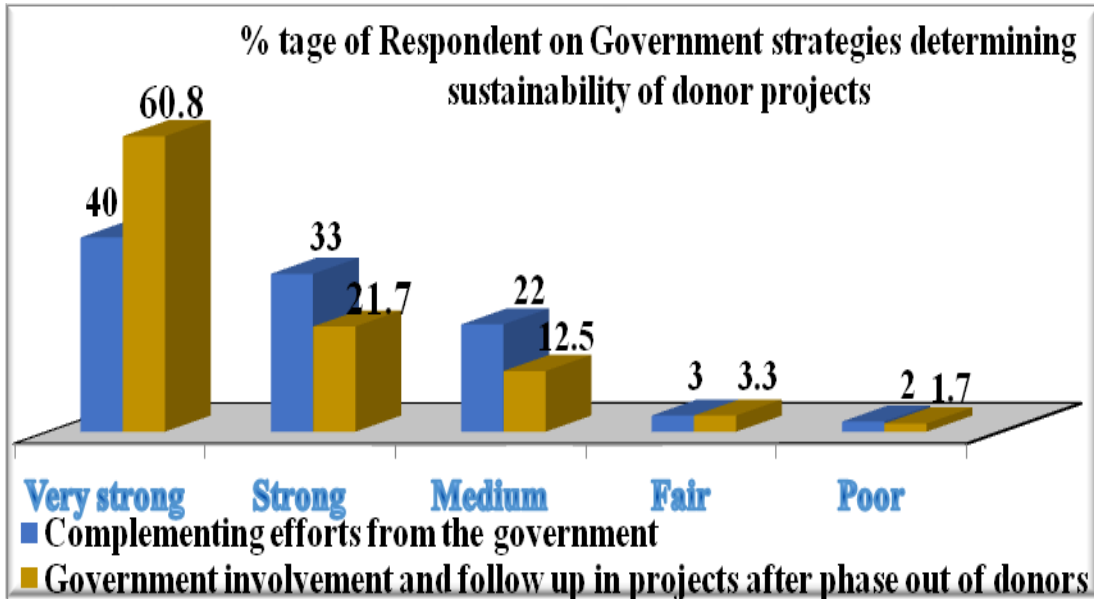
Sources: survey result, 2020

4.3. Influence of Government Strategies on Project Sustainability

Sampled beneficiaries of the projects selected for the study were asked to indicate the extent to which complementing effort from government and its involvement and follow up of donor funded projects after phase out determines sustainability of projects implemented by NGOs. They were given five Likert-scale points ranging from very strong to poor which they were to choose from. The study revealed that most respondents were in agreement that government involvement and follow up of donor funded projects after phase out of implementing organization greatly influences the sustainability of the projects. It also indicates that majority of the respondent (60.8%) scored that government

involvement and follow up after phase-out of implementing organization influences the sustainability of donor funded projects very strongly (Figure 4.3).

Figure 4:3 Beneficiary Rates on Government strategy influence of project sustainability



Sources: survey result, 2020

Figure 4.3 sought to establish the extent at which complementing effort from government influence sustainability of projects when implementing organization pull out. The result found that 40, 33 and 22 percent of the respondents scored complementing effort from government influence sustainability of projects to a very strong, strong and medium extent respectively. This result agrees with finding from project partner sector experts and project coordinators that monitoring project outcome after phase out of implementation by NGOs has significant influence on sustainability of the project results.

Participants from the project signatory offices were asked to rate to what extent government strategy influences project sustainability. The findings from the responses obtained were illustrated as shown in Table 4.3. According to the results shown in Table 4.3, 71.4 percent of the experts from project signatory offices had rated very strong that complementing efforts from the government influences sustainability of projects implemented by NGOs while the remaining 21.4 and 7.2 percent rated influence of complementing efforts from the government on project sustainability as strong and medium respectively.

Table 4.3 Experts rate on government strategy influence of project sustainability

No.	Item	Agreement scale					
	Government strategies	1	2	3	4	5	N/A
1	Complementing efforts from the government						
	Frequency	10	3	1			
	Percentage	71.4	21.4	7.1			
2	Government involvement and follow up in projects after phase out of donors						
	Frequency	7	3	2	1	1	
	Percentage	50.0	21.4	14.3	7.1	7.1	

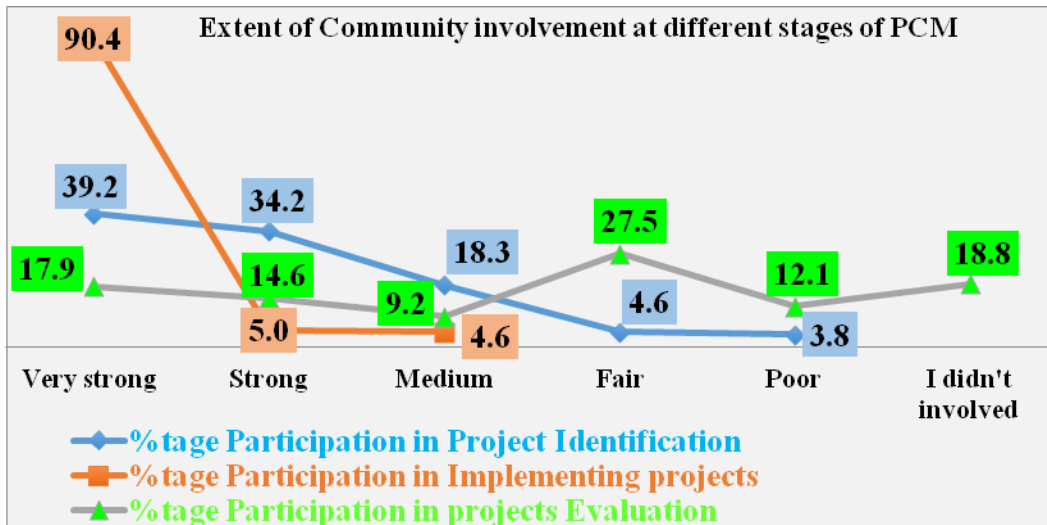
Sources: Survey result, 2020

With regard the effect of government involvement and follow up in projects after phase out of donors on sustainability of projects, the study revealed that 50 percent of experts rated very strong influence of government involvement and follow up in projects on sustainability.

4.4. Extent of Community Involvement Influence on Project Sustainability

The study showed that majority of the respondents (90.4%) rated their degree of involvement in project implementation influences on the project sustainability as very strong. Also, more than 73 percent of the effect of project beneficiary participation in project identification on such a projects implemented by NGOs was rated as very strong and strong (Figure 4.4). 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.

Figure 4:4: Extent of Community involvement in PCM



Sources: Survey result, 2020

The findings further showed that majority of the respondents agreed that community engagement in project evaluation plays a key role in enhancing the sustainability of NGOs implemented projects. This was supported by majority of the respondents (70%) who strongly agreed that their participation in project evaluation influences project sustainability to a reasonable or more extent. The findings complement that of Elijah Kuria (2016) who reported that Monitoring and Evaluation should involve beneficiaries, giving them the opportunity to decide on the criteria of success. Evaluations should be used as a management tool to identify any deficiencies and develop an action plan for sustainability.

4.5. Design and Implementation of Exit Strategies Adapted for Ensuring Project Sustainability

To assess the design and implementation of key exit strategies adapted for ensuring project sustainability; respondents were asked to point out design and implementation of key exit strategies in place. A total of Six (6) 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, beneficiaries' involvement in PCM and ensuring responsibilities and essence of the

project to the community and relevant partners are of key project exit strategies designed and in place. With exception of two project exit strategies (planning for exit and execution of the plan and partnership and local linkages) which significant number of the respondents scored its execution throughout the whole project life at low level, more than 50% of the respondents weighted the remaining exit strategies designed and in place for the projects under study at high levels. The result implies that sustainability of NGOs implemented projects does not take the two project exit strategies into high level of consideration (Table 4.3).

Table 4.3: Respondent weight of exit strategies

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	%
Beneficiaries' involvement in PCM	13	5.4	62	25.8	165	68.8	22	9.2	28	11.7	190	79.2
Project internalizing and handing over to the community and relevant partners	4	1.7	56	23.3	180	75.0	14	5.8	106	44.2	120	50.0
Partnership and local linkages to CBO, Gov't sectors, NGOs etc	18	7.5	40	16.7	182	75.8	135	56.3	52	21.7	53	22.1
Ensure responsibilities and essence of the project to the community and relevant partners	25	10.4	55	22.9	160	66.7	49	20.4	49	20.4	142	59.2
Planning for exit and execution throughout the whole project life	15	6.3	46	19.2	179	74.6	139	57.9	51	21.3	50	20.8
Appropriate execution of the project activities, resources, etc	21	8.8	50	20.8	169	70.4	14	5.8	57	23.8	169	70.4

Sources: Survey result, 2020

4.6. Factors Affecting Sustainability of Projects Implemented by NGOs

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

4.6.1. Tests of assumptions of regression analysis

According to Field (2009) to run a linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard, normality of the residuals variables Homoscedasticity and Multi collinearity between variables were checked, and the results presented as follows.

4.6.2. Standardized (z) score value

Before proceeding in to the other testes the researcher checked for the outliers. Checking for standardized (Z) scores for absolute higher values greater than 3.29 is important to insure the normality. As the following chart indicates all the values of Z score is found to be absolute higher values of greater than 3.

4.6.3. Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances (Field 2009). At each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the fitness of the regression model. Accordingly, robust method was used to correct the possible problem of hetroscedasticity.

4.6.4. 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:

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

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 we seen in the below collinearity table, table 5, multicollinearity is not the problem of this model, because VIF (variance inflation factor) of the model is well less than 5.0 and the tolerance is not less than 0.100. Therefore, the mean VIF is 1.13 that shows variables are not overlapped and they are free from collinearity effect.

Table 4.4: Test of Multi Collinearity

Variable	VIF	1/VIF
Resource contribution	1.26	0.793682
Training	1.2	0.834951
Rate Gov't comp effort	1.17	0.851909
Participation Evaluation	1.17	0.852385
Sex	1.13	0.885702
Exit strategy design in place	1.13	0.888805
Execution of exit strategy	1.12	0.893141
Education of House holds	1.11	0.903873
Involvement in problem identification	1.1	0.906657
Cost of project input	1.08	0.923417
Participation in project implementation	1.05	0.956014
Gov't involvement in project follow up	1.03	0.966371
Mean VIF	1.13	

Source: Own Computation, 2020

4.6.5. Probit Model Analysis

Table 4.5: Determinants of the sustainability of project implemented by NGOs: Probit Model Result

Sustainability	Coef.	Robust Std. Err.	z	P>z	dy/dx
Involvement in project identification	0.833***	0.255	3.26	0.001	0.2233
Participation in project implement	0.107	0.261	0.41	0.682	0.0262
Involvement in project evaluation	0.185	0.249	0.74	0.458	0.0444
Sex	-0.258	0.326	-0.79	0.429	-0.5664
Education _HH	0.152***	0.048	3.17	0.002	0.0362
Training	0.177	0.276	0.64	0.523	0.0433
Resource contribution	-0.007***	0.001	-7.08	0.000	-0.0018
Cost of Project Input	-0.187***	0.054	-3.49	0.000	-0.0447
Gov involvement and follow up	0.891***	0.244	3.66	0.000	0.2061
Rate of complementing effort gov't	-0.997***	0.216	-4.62	0.000	-0.1250
Exit Strategy design in place	0.119	0.268	0.45	0.656	0.0281
Execution of planned exit strategy	0.491**	0.240	2.04	0.041	0.2380
_cons	4.666	0.942	4.96	0.000	

Number of obs = 240, Wald chi2 (12) = 102.89, Prob > chi2 = 0.0000
 Log pseudolikelihood = -73.175486 Pseudo R² = 0.4885

*** = 1% , ** = 5% and * = 10% significance level

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%. Second, Pseudo R² values indicate that the independent variables included in the regression explain 48.85% of the variations in the likelihood to sustainable project implemented by NGOs.

The regression results show that there are seven variables significantly explaining continuity of benefits after funding cycle (Table 4.5). The variables are:

- Project beneficiary involvement in project identification influences
- Money, labor and local materials contribution

- Prices/cost of project inputs
- Execution of planned exit strategies throughout the whole project life
- Complementing efforts from the government
- Government involvement and follow up in projects after phase out of donors
- Education

The Regression model summary depicts relationship between dependent and independent variables.

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 22.33% 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, resource contribution (money, labor and local materials) and cost of project inputs were found to have significant influence on sustainability of projects implemented by NGOs. These variables are statistically significant at 1% significance level. Education was found to have positive influences that indicate being in better education category would increase the probability of project sustainability by 3.6 percent. Beneficiaries' resource contribution and change in cost of inputs affects the probability of NGOs implemented project sustainability negatively. A change in resource contribution and cost of inputs would decrease the probability of project sustainability by 0.018% and 4.5% respectively. 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 12.5%. 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 20.6%. 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 23.8%.

CHAPTER FIVE

5. SUMMARY OF FINDINGS: CONCLUSION AND RECOMMENDATIONS

The conclusions and recommendations presented in this chapter are the outcomes of the findings and the statistical analysis of the survey results.

5.1. Summary

The study was designed to examine the determinants of project sustainability. The study was carried out in three woredas selected from West Arsi zone of Oromia national regional state. 240 beneficiaries of seven projects were sampled based on probability proportion to size sampling method. Also 14 experts were selected from project signatory sectors and two from zone West Arsi Zone Finance and Economic Cooperation office. Results from the findings have convincingly demonstrated and that all the research objectives have been met and research questions were answered. Based on the responses, majority of the respondent (60.8%) scored that government involvement and follow up after phase-out of implementing organization influences the sustainability of donor funded projects very strongly.

On the extent of community involvement influence on project sustainability, the study showed that majority of the respondents (90.4%) rated their degree of involvement in project implementation influences on the project sustainability as very strong.

To assess the design and implementation of key exit strategies adapted for ensuring project sustainability; respondents were asked to point out design and implementation of key exit strategies in place. The result indicates appropriate execution of the project activities and resources, beneficiaries' involvement in PCM and ensuring responsibilities and essence of the project to the community and relevant partners are of key project exit strategies designed and in place.

The Regression model summary depicts relationship between dependent and independent variables. Except execution of planned project exit strategy, the regression results show

that the remaining significant variables depicted in the regression model summary explained continuity of benefits from the project after funding cycle at less than 1% level of significance.

5.2. Conclusion

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

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

The study found out that 75.8% 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.

Effort from the government side that complement sustainability of project/s implemented by NGOs, its involvement and follow up in projects after phase out of implementing organization and execution of planned exit strategies throughout the whole project life were seen to have a positive significant effect on the sustainability of projects implemented by NGOs. Other factors negatively affecting sustainability of donor funded projects were; Prices/cost of project inputs and money, labor and local materials contribution that the project demands from target project beneficiaries.

Since various factors of government strategies, project exit strategies design and implementation adapted and socio-economic factors affect sustainability of projects implemented by NGOs, project beneficiaries, project managers, supervisors, and projects

partners should not stick to only part of some factors. A combination of the various factors will bring significant sustainability NGOs implemented project/s.

5.3. Recommendation

Based on the major findings and the conclusions made, the following recommendations are forwarded.

The finding of the study encourage government to endeavor designed and in place of exit strategies, follow up its execution and ensure accountability system if any failure could happen. Because these significantly ensure sustainability of projects implemented by NGOs while it is 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.

- i. Special attention should be focused on complementing efforts from the government.
- ii. Initiatives should be taken to increase the government involvement and follow up in projects after phase out of donors for the sustainability of the projects implemented by NGOs.

More effective project sustainability results can be achieved through execution of planned project exit strategies throughout the whole project life, which includes ensuring participation in designing and implementing, and monitoring and evaluation of exit strategies that has proven throughout the PCM.

The current study didn't exhaustively analyze all determinants of sustainability of projects implemented by NGOs. Therefore, further research should be conducted on finding other critical NGOs implemented project sustainability determinants.

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APPENDICES

Appendix A: 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 West Arsi 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.

Date of interview Questionnaire No..... District.....Project Name _____

I. Background Information of the Project beneficiaries

1. Age _____ (yrs)
2. Sex *Please tick (✓)* 1. Male 2. Female
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

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

1. Were you selected as one of target beneficiaries of the state project?
Please tick (✓) 1. Yes 2. No
2. *If your answer to the above question is yes, What benefits did you gained from the project?*
A. _____ E. _____
B. _____ F. _____
C. _____ G. _____
D. _____ H. _____
3. Do you think the project benefits are sustainable?
Please tick (✓) 1. Yes 2. No
- 3.1. *If your answer to the above question is yes, which project benefits have been sustained?*

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

3.2. If your answer to the above question is no, what do think are the reasons for _____

4. Is there existence of project outcome/continuity of benefits after funding cycle?

Please tick(✓) 1.Yes 2.No

5. Do you think gender have relationship with sustainability of NGO implemented project? Please tick(✓) 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 tick(✓) 1.Yes 2.No

7. Was there any monetary and/or in kind contribution (if any) required sustaining the project? Please tick(✓) 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 tick (✓) 1.Yes 2.No
If no, why _____

10. Do you think economic capability affects project sustainability?
Please tick(✓) 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	Scale Please tick (✓)				
	1	2	3	4	5
- Your financial capacity					
- Contribution amount required for sustainability of project/s					
- Equal access to financial resources					

12. Did you offered some kind of training on how to sustain the project/benefit from the project? Please tick (✓) 1.Yes 2. No

13. If your answer to the above question is yes, when? During:

1. Inception of interventions
2. Execution of the project
3. Project evaluation
4. Project phase out stage

14. If your answer to the above question is no, whom do you think have got any training/ awareness regarding project sustainability?

1. Kebele leaders
2. Project steering committee
3. Some other selected project beneficiaries
4. I don't know

15. Who offered the training?

1. Implementing NGO 2. Donor 3. Government 4. Other

III. Beneficiaries' involvement in PCM

1. Are you involved in designing the project? *Please tick (√)* 1. Yes 2. No
2. Are you involved in project implementation? *Please tick (√)* 1. Yes 2. No
3. Do you feel you are always informed on project progress?(circle)
1. Yes 2. Sometime 3. Not at all
4. Are you involved in project evaluation of project? *Please tick (√)* 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. In provision 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 project sustainability

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						

7. Why you rate your participation in project identification influence very strong/strong?_____

8. Why you rate your active participation in project implementation influence very strong/strong?_____

9. Why you rate your active participation in project evaluation influence very strong/strong?_____

IV. Government strategies

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 the beneficiaries member? Please tick (✓) 1.Yes No

2. Do you think government involved and follow up in projects after phase out of donors? Please tick (✓) 1.Yes 2. No

3. Is there existence of Local NGO implemented project sustainability complementing mechanisms? Please tick (✓) 1.Yes 2. No

4. How do you rate the extent of the following will affect NGO/s implemented project continuity of benefits from the project after project phase out?

5=Very strong, 4= strong, 3=Medium, 2= fair, 1=poor

No.	Item	Agreement scale					
		Government strategies					
		1	2	3	4	5	N/A
1	Complementing efforts from the government						
2	Government involvement and follow up in projects after phase out of donors						

V. Exit strategies design and implementation adapted

1. Do you think project exit strategies were well designed?

Please tick (✓) 1.Yes 2. No

2. If your answer to the above question is yes, which of the following do you think are designed and in place?

1. Beneficiaries' involvement in PCM
2. Existence of strategies on how to realize project internalizing and handing over to the community and relevant partners
3. Developing partnership and local linkages
4. Designed and existence of responsibilities and essence of the project to the community and relevant partners (CBO, Gov't sectors, NGOs etc)
5. Well designed and executable accountability procedure and measures in place to be undertaken (ex. if the project activities, resources, etc appropriately executed)
6. Planning for exit while the project is still running
7. Any other

3. Was there execution of planned exit strategies throughout the whole project life?

Please tick (✓) 1. Yes 2. No

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. If your answer to the above question is yes, whom do you think executed/ were involved in implementing it?
 1. Government concerned sectors
 2. Implementing organization/s
 3. Both
 4. Others _____
6. If your answer to the above question is no, why? _____
7. What internal and/or external challenges to the projects do you think affected effective implementation of designed and planned exit strategies (if any)?
 - A. _____
 - B. _____
 - C. _____
8. At what stage of the project do you think project exit strategies were formulated?
 1. Inception of interventions
 2. Execution of the project
 3. Project evaluation
 4. Project phase out stage
9. At what stage of the project do you think project exit strategies executions were started?
 1. Inception of interventions
 2. Execution of the project
 3. Project evaluation
 4. Project phase out stage
 5. I don't know
10. 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?)
 - 10.1. Project Donors
 - A. _____
 - B. _____
 - C. _____
 - 10.2. Project implementing NGOs
 - A. _____

B. _____
10.3. Target project beneficiaries

A. _____

B. _____

C. _____

10.4. Other stakeholders

A. _____

B. _____

Appendix B: Questionnaire for Project coordinators

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 West Arsi 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. So, you are kindly requested to select one of the projects.

Date of interview**Place**.....**Current position:** _____

Project Name: _____

1. With particular project (phased out since 2015) you were worked as coordinator that you were informed by the researcher, what major project activities were supported?

A. _____

B. _____

C. _____

2. Since your exit, are these activities continued? *Please tick (√)* 1. Yes 2. No

3. If yes, are they continued in the same or modified format? _____

4. If no, Why?

A. _____

B. _____

C. _____

D. _____

5. Referring to the project,

5.1. What project sustainability strategies were formulated?

A. _____

B. _____

C. _____

5.2. At what stage of the project? _____

5.3. Who were involved in project sustainability strategy designing?

1. Community/target beneficiaries 5. 1 and 3

2. Government concerned sectors 6. 2 and 3

3. Implementing organization/s 7. All

4. 1 and 2 8. Others _____

5.4. Who were involved in project sustainability strategy implementation?

- | | |
|-----------------------------------|-----------------|
| 1. Community/target beneficiaries | 5. 1 and 3 |
| 2. Government concerned sectors | 6. 2 and 3 |
| 3. Implementing organization/s | 7. All |
| 4. 1 and 2 | 8. Others _____ |

5.5. What challenges were encountered in the course of project sustainability strategy?

- A. _____
 B. _____
 C. _____

6. Is there any **mechanism by government to continue the project outcome** considered during the project? *Please tick (√)* 1. Yes 2. No

7. If your answer to the above question is yes,

7.1. What are the major ones?

- A. _____
 B. _____
 C. _____

7.2. How? _____

8. Is there any preparation of follow up plan of the **mechanism by government** to continue project outcome (if any) in post-project period? 1. Yes 2. No

9. Is there execution of the **mechanism by government** to continue project outcome (if any) in post-project period? 1. Yes 2. No

10. What project exit strategies were formulated?

- A. _____
 B. _____
 C. _____

10.1. At what stage of the project did the exit strategies? _____

10.2. Who were involved in project exit strategy designing?

- | | |
|-----------------------------------|-----------------|
| 1. Community/target beneficiaries | 5. 1 and 3 |
| 2. Government concerned sectors | 6. 2 and 3 |
| 3. Implementing organization/s | 7. All |
| 4. 1 and 2 | 8. Others _____ |

10.3. Who were involved in project exit strategy implementation?

- | | |
|-----------------------------------|-----------------|
| 1. Community/target beneficiaries | 5. 1 and 3 |
| 2. Government concerned sectors | 6. 2 and 3 |
| 3. Implementing organization/s | 7. All |
| 4. 1 and 2 | 8. Others _____ |

10.4. Which challenges were encountered in the course of implementing the exit strategy?

A. _____

B. _____

11. What roles and responsibilities were designed and in place to be played by these partners (CBOs, Gov't sectors, etc) during and after transition?

A. _____

B. _____

12. Referring to the project, to what extent do you consider the following will *affect sustainability* of particular project/s?

1. Very high extent 2. High extent 3. Moderately high extent 4. Low extent 5. Very low extent

12.1. *Institutions*

No.	Institutions	Agreement scale					
		1	2	3	4	5	N/A
1	NGOs						
2	Government						
3	CBOs						
4	Religious leaders						

12.2. *Government strategies,*

No.	Item	Agreement scale					
		1	2	3	4	5	N/A
1	Complementing efforts from the government						
2	Government involvement and follow up in projects after phase out of donors						

13. 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?)

13.1. Project Donors

A. _____

B. _____

C. _____

13.2. Project implementing NGOs

A. _____

B. _____

C. _____

13.3. Target project beneficiaries

A. _____

B. _____

- C. _____
- 13.4. Other stakeholders
- A. _____
- B. _____
- C.** _____

Appendix C: Questionnaire for Project partner sectors

Date of interview Current position: _____

Project Name: _____

1. With particular project (phased out since 2015) you were worked as coordinator that you were informed by the researcher, what **major** project activities were supported by implementing NGOs?

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____

2. Since project implementing NGO exit, are these activities continued?

Please tick (√) 1. Yes 2. No

3. If yes, are they continued in the same or modified format? _____

4. If no, Why?

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

5. Can you give me some examples of projects that you considers sustainable?

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

6. Why each of these projects considered sustainable?

7. What made these projects sustainable /why did this project sustainable? ” (can you describe the factors that are responsible for the project’s sustainability)

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

8. Referring to one of the above project you think very sustainable,

8.1. What project sustainability strategies were formulated?

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

8.2. At what stage of the project? _____

8.3. Who were involved in project sustainability strategy designing?

- 1. Community/target beneficiaries
- 2. Government concerned sectors
- 3. Implementing organization/s
- 4. 1 and 2
- 5. 1 and 3
- 6. 2 and 3
- 7. All
- 8. Others _____

8.4. Who were involved in project sustainability strategy implementation?

- 1. Community/target beneficiaries
- 2. Government concerned sectors
- 3. Implementing organization/s
- 4. 1 and 2
- 5. 1 and 3
- 6. 2 and 3
- 7. All
- 8. Others _____

8.5. What challenges were encountered in the course of project sustainability strategy?

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

16. Do you remember any kind of training offered on how to sustain the project/benefit from the project? *Please tick (√)* 1. Yes 2. No

17. If your answer to the above question is yes, when? During:

- 1. Inception of interventions
- 2. Execution of the project
- 3. Project evaluation
- 4. Project phase out stage

18. If your answer to the above question is no, whom do you think have got any training/ awareness regarding project sustainability?

- 1. Kebele leaders

- 2. Project steering committee
- 3. Some other selected project beneficiaries
- 4. I don't know

19. Who offered the training?

- 1. Implementing NGO
- 2. Donor
- 3. Government
- 4. Other

11. To what extent do you consider training on how to sustain the project/benefit from the project/ will ***affect sustainability*** of particular project/s?

- 1. Very high extent
- 2. High extent
- 3. Moderately high extent
- 4. Low extent
- 5. Very low extent

12. Is there any ***mechanism by government to continue the project outcome*** considered during the project? *Please tick(√)* 1. Yes 2. No

13. If your answer to the above question is yes,

13.1. What are the major ones?

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

13.2. How? _____

14. Is there any ***preparation of follow up plan*** of the ***mechanism by government*** to continue project outcome (if any) in post-project period? 1. Yes 2. No

15. Is there execution of the ***mechanism by government*** to continue project outcome (if any) in post-project period? 1. Yes 2. No

16. What project exit strategies were formulated?

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

16.1. At what stage of the project did the exit strategies designed

- _____

16.2. Who were involved in project exit strategy designing?

- 1. Community/target beneficiaries
- 2. Government concerned sectors
- 3. Implementing organization/s
- 4. 1 and 2
- 5. 1 and 3
- 6. 2 and 3
- 7. All
- 8. Others _____

16.3. Who were involved in project exit strategy implementation?

- | | |
|-----------------------------------|-----------------|
| 1. Community/target beneficiaries | 5. 1 and 3 |
| 2. Government concerned sectors | 6. 2 and 3 |
| 3. Implementing organization/s | 7. All |
| 4. 1 and 2 | 8. Others _____ |

16.4. Which challenges were encountered in the course of implementing the exit strategy?

A. _____

B. _____

17. What roles and responsibilities were designed and in place to be played by these partners (CBOs, Gov't sectors, etc) during and after transition?

A. _____

B. _____

18. Referring to the project, to what extent do you consider the following will *affect sustainability* of particular project/s?

1. Very high extent 2. High extent 3. Moderately high extent 4. Low extent 5. Very low extent

18.1. Institutions

No.	Institutions	Agreement scale					
		1	2	3	4	5	N/A
1	NGOs						
2	Government						
3	CBOs						
4	Religious leaders						

18.2. Government strategies,

No.	Item	Agreement scale					
		1	2	3	4	5	N/A
	Government strategies						
1	Complementing efforts from the government						
2	Government involvement and follow up in projects after phase out of donors						

19. 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?)

20.

20.1. Project Donors

A. _____

B. _____

C. _____

20.2. Project implementing NGOs

A. _____

B. _____

C. _____

20.3. Target project beneficiaries

A. _____

B. _____

C. _____

20.4. Other stakeholders

A. _____

B. _____

C. _____