FACTORS INFLUENCING THE SUSTAINABILITY OF DONOR FUNDED PROJECTS IN ETHIOPIA: A CASE OF THE CAMEL MILK VALUE CHAIN DEVELOPMENT PROJECT IN GURSUM DISTRICT

ABDULAHI ABDURAHMAN ISSA

A Research Project Report Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts in Project Planning of the University of Nairobi.

2018

DECLARATION

I declare that this research project is my own original work and that it has not been presented to any other University for any award.

Signature……Date……

Abdulahi Abdurahman Issa

L50/89627/2016

This research report has been submitted for examination with my approval as the University Supervisor

Signed …… Date ……

Dr. Reuben Kikwatha

Lecturer,

School of Open and Distance Learning

University of Nairobi

DEDICATION

I dedicate this research work to my dear father Abdurahman Issa and my dear mother Habsa Mohamed who inspired me to achieve the highest level of education. I also dedicate this project to my wife Munira, My children Mohamed, Abdijabbar and Mumtaz.

ACKNOWLEDGMENT

I would like to thank my supervisor Dr Reuben Wambua Kikwatha for his dedicated guidance till I completed this research project. The back and forth conversations we had cannot be ignored; It takes once sacrifice to read through each and every sentence and suggest corrections with promptness it deserved. My deepest gratitude must also be extended to my lecturers at the University of Nairobi for the skills and knowledge they imparted on me.

Warm regards are also extended to the entire staff at the Department for the invaluable assistance accorded to me during my studies. Most importantly, I would like to credit my education attainment to the support and encouragement offered by my relatives and primarily to my uncle Ahmed Mohamed Islam.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS ANDACRONYMS

NGO	Non-Governmental Organizations
USAID	United States Agency for International Development
ACPA	Aged and Children Pastoralists Association
VCD	Value chain development
IFAD	International fund for agricultural development
WHO	World Health Organization
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
M &E	Monitoring &Evaluation
AMREF	African Medical Research Foundation

ABSTRACT

The purpose of the study was to investigate the factors influencing the sustainability of donor funded projects in Ethiopia with reference to USAID funded projects and implemented by ACPA camel milk value chain development project in Gursum district of Ethiopia. This study was guided by the following objectives: To determine the extent at which the level of community participation influences sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district, To establish the extent at which project leadership influences sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district, To determine the extent at which community capacity influence the sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district and to determine the influence of practicing M&E during the project cycle on sustainability of donor funded camel milk Value-chain development project in Gursum district. The study used a descriptive survey research design and mixed method approach. The targeted population are all beneficiary of 200 households where a sample of 127 households targeted through stratified random sampling. Questionnaires and structured interview guides were used for data collection. Descriptive analysis used to analyze the data using SPSS software. The findings are presented using descriptive statistics. Frequencies, percentages, mean and standard deviation to explain the responses to the questionnaires. We concluded from the study that community development projects have positively transformed the lives of the local community, facilitated participation of local communities in development initiatives in the region, encouraged residents to take ownerships of their own community resources, improved food security in the region, encouraged residents to conserve available natural resources, as well as helped the community gained substantial knowledge and technical skills from the project. The following recommendations were made from the study; - The project management should seek to adopt modern technology through increased budgetary allocations, the government should institute stringent measures to deal with persons vandalizing the community project. This should be coupled with improved security offered by the security agencies to mitigate the cases of vandalism. The community development projects should also be managed by highly competent personnel to increase its efficiency and sustainability. The level of player's participation in the project planning and implementation should be increased to enhance the sustainability of the community development projects in the county.

CHAPTER ONE:

INTRODUCTION

1.1 Background of the Study.

Project sustainability denotes the ability of a project to maintain its services, operations and benefits during its projected lifetime (Langran, 2002). It aims at creating and launching a project capable of continuing to generate benefits after donor input has been withdrawn (United Nations, 2002). Efforts to develop a sustainable project should be integrated from the onset of project design (Sneddon, 2000). Project sustainability is dissected into various sustainability dimensions and this includes institutional stability, continuous flow of benefits, equitable distribution and sharing of project benefits, active community participation, continued operation and maintenance of project structure and maintenance of environmental stability. History has shown that once donor funding and support structures are withdrawn, community development projects stall either due to lack of funds, community not appreciating fully the benefits of a project thus failing to properly maintain the project, lack of know how or basically lack of project viability in the target population (Panda, 2007).

Sustainability or sustainable development is a concept that was introduced during the last decades of the twentieth century. The Stockholm Convention in 1972 was probably the first official milestone on the way to a sustainable development. Among other, the convention concluded that the human species "has acquired the power to transform its environment in countless ways on an unprecedented scale." The convention emphasized that it is the responsibility of individuals, corporations and institutions to protect and improve the environment for current and future generations. The convention furthermore stressed that both social and economic development is an essential part of contributing to favorable living conditions and quality of life for the human race.

In 1992 "The Earth Summit" was called in Rio, and was attended by numerous other senior governmental officers from various nations along with thousands of individuals and representatives of corporations from all over the world. The theme of the summit was "The environment and sustainable development," and the conclusion was set forth in "Agenda 21" which defines steps and milestones relating to environmental protection and sustainable development that

numerous nation have pledged to meet. While the Sustainability Initiative for the Fjarðaál and Kárahnjúkar projects focuses on the local level, it also has a broader context that coincides with national, regional, and international sustainable development strategies such as Iceland's Welfare for the Future, the Nordic Strategy, and the principles of Agenda 21.

In Africa just like any other part of the world, sustainable development remains a challenge as a result of many factors which includes: Poverty, drought, hunger, disease, illiteracy, malnutrition and health problems among others. Gall world, (2013) indicates that the 10 countries with the highest proportion of residents living in extreme poverty are all in sub-Saharan Africa. Extreme poverty is defined as living on $1.25 or less a day.

In Mali, more than 30,000 people were forced to move to the desert to work on the largest aid project attempted by French Colonial authorities. The project was funded by France at a cost of more than $300 million over 50 years. The African workers largely ignored French attempts to change traditional agricultural practices. By 1982, only 6 percent of the region was developed and the infrastructure was falling apart. The World Bank took over the project in 1985 for it had shown limited success with rice farming as indicated by (Associated press, 2007).

In Ethiopia NGOs, both national and international, began to appear in 1960 following the growing demands of the population for the fulfillment of various societal needs (world bank report 2000). Most NGOs trace their roots in Ethiopia to the catastrophic famines in 1974 and 1984. NGOs during the Derg regime of Mengistu Haile Mariam focused on relief operations and were largely foreign entities. Domestic NGOs in Ethiopia remain underdeveloped and somewhat misunderstood by the government, and the sector has been struggling for operating space and enhanced institutional capacity. After 1991, NGOs made remarkable progress in their number and diversity as well as in addressing the country's complex development agenda.

Limited access to resources, including funds and physical assets as well as competent staff, is a major constraint on Ethiopian NGOs. NGOs cannot rely on local philanthropy and instead are heavily dependent on foreign donors for financial and other assistance. For this reason, most NGOs in Ethiopia work on a short-term project basis rather than according to long-term strategies. Rural community development projects are planned for a specific period of time after which the

funding agencies leave it to the community expected to continue running the project and make them self-sustainable. However, the projects collapse mostly after the project phase-out.

Gursum district is in eastern Ethiopia. The area lies in hot semi-arid climate area of Ethiopia which are less developed and has high rate of poverty, low rainfall and drought. This has led to inadequate water, hunger, food shortage, malnutrition, poverty and healthy problems. Generally, the hot semi-arid areas are known as the less developed places with highest poverty in Ethiopia. These places are often forgotten and marginalised in the development agenda.

As a result, the pastoralist people in Gursum were faced with challenges of water, insufficient food and the net effect has been repeated droughts. Water scarcity has also worsened due to this condition. Linked to inadequate water and water management is food insecurity leading to hunger, malnutrition and poverty. This situation has forced the Government, NGOs and other development partners to intervene in community development projects such as water projects, agricultural projects, health and education projects. The interventions are to alienate hunger, improve food security. It is also to promote health and sustainable management of water so that members of the community can have access to water thus improving the living standard of the people. The idea of sustainability is to achieve sustainable communities. The donors and government offer services on humanitarian ground to improve the livelihood of the community. Therefore, the researcher is addressing the factors that can influence sustainability of these projects as sustainability is questionable in some countries despite the billions of money spent. Therefore, the researcher investigated the influence of community participation, community capacity building, project leadership and monitoring and evaluation independent variables on the level of sustainability in development projects.

Camel Milk Value Chain Development Project is a four-year project (Dec2012-Dec2016) funded by USAID Ethiopia to improve the productivity and competitiveness of the camel milk value chain sector in Somali Region so as to increase incomes and enhance nutritional status of targeted households in the Sitti (Shinile)and Fafan (Jijiga)zones of Somali Region. The project has three components: increasing camel productivity, improving milk hygiene and quality, and strengthening market access and trade linkages. The project also addresses nutrition by creating awareness and behavior change.

Key actors include the Somali Region Bureau of Livestock, Crop and Rural Development; Somali Pastoral and Agro-pastoral Research Institute; and processors, traders, community animal health workers, animal feed producers, suppliers, aggregators, transporters, etc. to address constraints and harness opportunities. The various factors that play to influence project sustainability such as Community participation, community capacity building, project leadership and monitoring and evaluation of the project are the four main factors identified in this study. Judging whether a project and its benefits are sustainable is important as a means of determining project success. However, understanding what factors influence sustainability is even more important for designing better projects in the future. According to (Bagheri & Hjorth, 2007) Positive change is more likely if the stakeholders who will directly benefit from the project or the target group are an integral element of the change process.

Effective and efficient leadership with quality leadership skills, creative with commitments will lead the projects to sustainability. There is a need for persistence and perseverance leadership to mobilize, inspire, and lead the staff with participatory style of leadership. According to (Temali, 2012) Capacity building as an approach to community development builds independence and can be a means to an end' with the key goal being enabling the community to take over a project of an end' with the key goal being to enable parties ranging from individuals to government officers to work together to solve common problems. Also according to (O'Sullivan,2004) Monitoring and evaluation generally allows for maximum implementation of plans as well as assessing the progress in time to allow for redirection where necessary and This plays a key role in ensuring project sustainability of the project.

1.2 Statement of the Problem

Experience in the development sector reveals that project sustainability is a major issue (Panda, 2007). Despite the numerous efforts to develop self-sustaining projects in rural areas of Sub Saharan Africa, the progress is rather slow leading to spending of massive resources on projects that have restricted benefits to the target population. Evaluation studies done by Agevi (2002), Muttagi (1998), Ashley and Barney (1999) and Cedric (1992) widely linked poor management of community Projects to the increase in the cycle of poverty and failure of many donors funded projects in developing countries such as Kenya and Ethiopia. This situation is even worse in arid and semi-arid areas (ASAL). There have been several projects funded by donors such as the World

Bank to help alleviate poverty in Ethiopia. Most of these projects have been designed for various communities living in Ethiopia. Gursum has been the centre of focus for many donors funded projects. Some related studies have been done especially on factors affecting sustainability of donor funded development projects in Ethiopia. No research has been done on this particular factors under investigation of influence on sustainability of donor funded development projects in Gursum District and hence this study investigates the factors influencing the sustainability of donor funded projects in Ethiopia with focus on ACPA camel milk value chain development project

1.3 Purpose of the Study

The purpose of this study is to establish the factors influencing the sustainability of donor funded projects in Ethiopia with focus on ACPA camel milk value chain development project, a USAID funded project in Gursum district of Ethiopia.

1.4 Objectives of the Study

This study is focused on the following research objectives

1. To determine the extent to which the level of community participation influences sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district.
2. To establish the extent to which project leadership influences sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district
3. To determine the extent to which community capacity influence the sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district.
4. To determine the influence of practicing M&E during the project cycle on sustainability of donor funded camel milk Value-chain development project in Gursum district

1.5 Research Questions

1. How Does the level of community participation influence the sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district?
2. How does project leadership influence the sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district?

3. How Does building the community capacity of benefiting community influence the sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district?
4. To what extent does the practicing of monitoring and evaluation during project cycle influence the sustainability of the donor funded Camel Milk Value-Chain Development Project in Gursum district?

1.6 Significance of the Study.

Findings of this study may help investigate the factors influencing sustainability of donor funded Camel Milk Value-Chain Development Projects in Gursum district. In Ethiopia and most particularly those within Gursum district. The study will come out with appropriate recommendations on how project sustainability can be practiced by NGOs in Ethiopia.

The study also help lay a solid foundation of knowledge on influence of community participation, project leadership, community capacity and practice of monitoring and evaluation on sustainability of donor funded development projects and therefore form a base for further studies for scholars who intend to pursue further research. Involvement of community opinion leaders and giving them appropriate training is very important in ensuring sustainability of community projects. Effective and efficient leadership with quality leadership skills, creative with commitments may lead the projects to sustainability.

Capacity building as an approach to community development builds independence and can be a means to an end' with the key goal being enabling the community to take over a project of an 'end'. Monitoring and evaluation generally allows for maximum implementation of plans as well as assessing the progress in time to allow for redirection where necessary and This plays a key role in ensuring sustainability of the project.

The findings of this study will benefit donors who are planning to invest in the future in community development projects of in particular at horn of Africa region. Also it will benefit more for Non-governmental organizations implementing community development projects. It is also hoped that, the findings of this study will help the benefitting community be aware of their rights and responsibilities in regard to sustainability of donor funded projects within their geographical area.

1.7 Limitations of the Study

The target population located in environmentally harsh areas where accessibility of the target population was a challenge but The researcher used a hired motorbike. Some respondents hesitated to provide full information due to unexposed fear, the researcher overcame this challenge by assuring to the respondents that the findings of this study would only be used for academic purposes.

1.8 Delimitation of the Study

The study was based in Gursum District which is in the Eastern Region of Ethiopia. Gursum has a hot semi-arid climate .The area generally experiences frequent droughts that disrupt normal livelihood and is characterized with poverty among the locals. This region has a number of development projects which are funded by various agencies which include: Government, Community, Non-Governmental Organization and Foreign Donors. However, for this study our main focus was the Camel Milk Value Chain Development project which is funded by USAID. Most projects in the region experience similar or different sustainability problems, which is the primary focus of study. The study focused on the employees of the implementing NGO and the local community who are the immediate beneficiaries to explore and give insights on whether Community Participation, Project leadership, community capacity and practice of Monitoring and evaluation affect sustainability of Donor Funded Development projects in the District.

1.9 Assumptions of the Study

This study was to be undertaken based on the following assumptions; The participants would answer the interview questions in an honest and candid manner. The inclusion criteria of the sample are appropriate and therefore, assure that the participants have all experienced the same or similar phenomenon of the study. Participants have a sincere interest in participating in the research and do not any other motives.

1.10 Definitions of Significance Terms

Community Participation	Active involvement of the community in various facets of the project includes the selection process, needs assessment process and planning and decision making stages.
Community Capacity	Planned development of or increase in Level of education, Technical skills & knowledge and Local networking
Monitoring and evaluation	Continuous and periodic follow up to ensure project plans are followed through increasing number of consultations with beneficiaries, stakeholder participation and correction actions.
Project Leadership	The ability to establish project vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve success and in particular focus of the Transformational leadership, Transactional leadership and Servant leadership
Sustainability of Donor funded projects	Community Development projects managed efficiently with adequate resources, beneficiaries are involved during project life cycle and there is transparency in financial administration, hence become self-sustaining and there is continuity after donor withdrawal.

1.11 Organization of The Study

This study consists of five chapters. Chapter one comprise background of the study, statement of the problem, purpose and objectives of the study, research questions, significance, limitations, delimitations, assumptions of the study, definition of significance terms and organization of the study. Chapter two covers of the review of related literature organized according to the study objectives chapter three contains of research methodology which includes: introduction, research design, target population, sample size and sampling procedures, data collection instruments, data collection procedures, methods of data analysis, ethical considerations and operationalization of variables., chapter four deals with data presentation, analysis, and interpretation, while chapter five deals with summary of the study, discussion of the findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review According to Gibson (2013), is a section that attempts to present a critical review of the available literature on the subject of research. This chapter reviews and critically be analyzing the available literature on factors influencing the sustainability of donor funded projects. Literature on project leadership, community participation, community capacity and monitoring and evaluation which forms the core elements of sustainability of donor funded projects. The reviewed literature are mainly from secondary sources, policy documents, articles, journals, organizational bulletins, research papers and published documents. Theoretical and a conceptual framework is also developed to show the relationship between the study variables.

2.2 Sustainability of Donor funded Projects

Project sustainability is indicated by the ability to continue to meet objectives defined in term of benefit levels (Hodgkin 1994). Project sustainability can be viewed as the ability of a project to initiate a process by which benefits are maintained. IFAD Strategic Framew6ork 2007-2010 gave the following definition of sustainability: "Ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project" (IFAD2007).

In the context of donor-funded development programs and projects, sustainability can be defined as: the continuation of benefits after major assistance from a donor has been completed or withdrawn (Okun 2009). Key points to note in this definition are; the focus is on sustaining the flow of benefits in to the future rather than on sustainable programs or projects. Donors usually have the objective of helping to improve the livelihood of the local communities either through direct participation or providing funding to supplement government's budgetary allocation to the various sectors. Unfortunately, the funds provided by most of these donors are project-driven short-term funds, which do not factor in to the whole funding mechanism policies which will ensure that such projects become sustainable after donor funds have been withdrawn (Heeks and Baark, 1998). The presence of a well thought out strategy that not only looks at how a donor funded

project is completed, but also the means to continue with the project after donor funds have been withdrawn is critical to the project's sustainability (Young and Hampshire,2000).

The World Bank's definition in Bam Berger and Cheema is that project sustainability can be viewed as capacity of a project to continue to deliver its intended benefits over a long period of time (Bamber &Cheema, 1990).The USAID argue that a development program is sustainable when it is able to deliver an appropriate level of benefits for an extended period of time after major financial, managerial and technical assistance from an external donor is terminated (USAID, 1988 cited in Shediac-Rizkallah &Bone, 1998).Furthermore, a project is considered sustainable if it continues to deliver a high level of benefits after the donor ends major financial, managerial, and technical support (Liebersonet.al,1987). In a study of three African countries, Bossert (1989) defined sustainability in term of outcomes persisting at least two years after project termination; and in a comparative study of five countries in Africa and Central America Bossert (1989) (1990), defined it as outcomes at least three years after project termination (meaning completion of construction). Honadle and VanSant (1985), in a study of sustainability of integrated rural development projects, defined it in term of" the percentage of project-initiated goods and services that Is still delivered and maintained five years past the termination of donor resources."

2.3 Factors Influencing Project Sustainability

There are various factors that play to influence project sustainability. Community participation, community capacity building, project leadership and monitoring and evaluation of the project are the four main factors identified in this study. Judging whether a project and its benefits are sustainable is important as a means of determining project success. However, understanding what factors influence sustainability is even more important for designing better projects in the future. Admassu*et.al*,(2002) says that an important factor for the sustainability of projects is the genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic the project's success. The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs (USAID,2009).Williams, (2003) observes that failure by communities and other stakeholders to take up ownership of projects have plunged community

projects in to immense financial huddles threatening the sustainability and hence threatening them to seize operations daily. It is therefore important that involving local communities, starts at the planning stage, when decisions are being made about what type of project is required. Further, Ingle (2005) highlighted that, for a project to achieve sustainability, it needs to be implemented through a strategic approach. The strategic approach incorporates four main elements, future Orientation: assuming things will change, and planning to maximize benefits which can be derived during and from that change; external emphasis :recognizing the diversity of the project environment and the many dimensions which impact on project outcomes, including technology, politics, society, and economics; environmental fit: planning for a continual fit between the project(both benefits and delivery institution)and its environment, including mission, objectives, strategies, structures, and resources; and process Orientation: planning and management priorities evolve in an iterative cycle of conscious and deliberate learning from experience as the reality changes.

Leadership refers to how an individual influences a group of individuals to achieve a common goal. It therefore has a positive role to play in the achievement of sustainable income generating activities. Tucson &Tembo (2010) argue that leadership involves motivating the employees, being innovative, creating a healthy organization, policy making and so on. Kiogora (2009) in his study observed that in less developed countries, most leaders of the donor-financed income generating projects are incompetent and have therefore failed to effectively lead people working in the project especially after donors withdraw. This leads to low success rate of such projects during implementation and sub sequent post-implementation. Wickham &Wickham (2008) argue that when project leaders are executing their leading function, they are expected to give assignments, explain routines, clarify policies and provide feedback of the performance to the project staff. However, most project managers, in an attempt to be leaders, often end up creating confusion among project staff. This is due to the fact that they have in adequate management skills and competencies required for leading the project team. Further, most project leaders have difficulty striking the right amount of assertiveness and concluded that being under-assertive or over-assertive may be the most common weakness among aspiring project leaders (Hakala, 2009).

According to World Bank Report (2012) leaders lead by establishing project values and ethics, and transforming the way project does business in order to improve its effectiveness, efficiency and sustainability right from initial stages and even after completion. However, in less developed countries most leaders of projects, due to their selfishness and incompetence have failed to effectively lead people working in the project leading to low success rate of such projects especially in Sub-Sahara Africa where most of the projects have become white elephants (Mchugh, et al.2002 cited by Mutimba, 2013).

Ha ka la (2009) argues that effective project leadership must create a vision, articulate the vision, passionately, own the vision and relentlessly drive it to completion. In less developed countries the projects leaders in these projects most of the time fall short of these leadership qualities and the consequences lack of project sustainability especially after donor withdrawal. Progressive leadership empowers their members to make decisions on their own. Good leadership must have the discipline to work toward his or her vision single-mindedly, as well as to direct his or her actions and those of the team toward the goal. Effective and efficient leadership with quality leadership skills, creative with commitments will lead the projects to sustainability. There is a need for persistence and perseverance leadership to mobilize, inspire, and lead the staff with participatory style of leadership.

According to Maina (2012), organizing tasks and workshops for leaders in a company helps them become more aware of the effectiveness of positive leadership styles. When leadership offer more positive feedback and members of the group respond with better work, the results can be a mutually beneficial cycle and that results in a more content work force and more productive projects. Leading through example shows project members that you are willing to walk the walk as well as talk the talk. It is an effective way of building solidarity and loyalty in the group. While looking at leadership practices, four aspects are important. They include the following: teamwork, target or goal orientation, leadership commitment and project ownership.

2.3.1 Community Participation and Sustainability of Funded Projects

Positive change is more likely if the stakeholders who will directly benefit from the project or the target group are an integral element of the change process (Bagheri & Hjorth, 2007). These stakeholders should be involved in the selection, design and implementation of the project

(Capobian, 2004). Community participation involves the community coming together to identify their needs, plan and execute solution to these needs. Involvement of community opinion leaders and giving them appropriate training is very important in ensuring sustainability of community projects (Laura, 2004). Stakeholder participation must be based on the 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 and idea or even against an idea (Cleaver,1999). Including these opinion leader's indecision making ensures that they fully take responsibility of any consequences including setbacks faced in a project life cycle. This will call for full understanding of the culture and norms of the community to ensure that valued community practices and beliefs are not challenged in a way that the community will react negatively (Mulwa, 2008).

Decades of implementation of community development projects have proved that top down approaches to development don't work (Hodgkin,1994). The top down participation of the beneficiaries usually adopted by central governments has been challenged in the past as the government planning mechanism view beneficiary participation as a process of drawing people in to project implementation after all project decisions have been made (Mulwa,2008). In this way people are seen as resource potential that the authorities want to mobilize and this usually includes involuntary material and financial contribution towards these public projects. Genuine community participation does not focus on participation in implementation or even in project design but rather has to start with the community identifying their needs. This ideology has been utilized a lot in the recent past where community based groups initiate development projects assisted by external entities. This has enabled the people identify their own goals and define how to attain them. This is an approach that places control and ownership squarely on the hands of the beneficiaries (Tango International, 2009). The findings of this study seeks to determine the extent to which benefiting communities participate in Donor funded community projects.

2.3.2 Project Leadership and Sustainability of Funded Projects

Tucson & Tembo (2010) argue that leadership involves motivating the employees, being innovative, creating a healthy organization, policy making and so on. Kiogora (2009) in his study observed that in less developed countries, most leaders of the donor-financed income generating

projects are incompetent and have therefore failed to effectively lead people working in the project especially after donors withdraw. This leads to low success rate of such projects during implementation and sub sequent post-implementation.

Wickham &Wickham (2008) argue that when project leaders are executing their leading function, they are expected to give assignments, explain routines, clarify policies and provide feedback of the performance to the project staff. However, most project managers, in an attempt to be leaders, often end up creating confusion among project staff. This is due to the fact that they have in adequate management skills and competencies required for leading the project team. Further, most project leaders have difficulty striking the right amount of assertiveness and concluded that being under-assertive or over-assertive may be the most common weakness among aspiring project leaders (Hakala,2009).

According to World Bank Report (2012) leaders lead by establishing project values and ethics, and transforming the way project does business in order to improve its effectiveness, efficiency and sustainability right from initial stages and even after completion. However in less developed countries most leaders of projects, due to their selfishness and incompetence have failed to effectively lead people working in the project leading to low success rate of such projects especially in Sub-Sahara Africa where most of the projects have become white elephants (Mchugh,et al 2002 cited by Mutimba, 2013).

Hakala (2009) argues that effective project leadership must create a vision, articulate the vision, passionately, own the vision and relentlessly drive it to completion. In less developed countries the projects leaders in these projects most of the time fall short of these leadership qualities and the consequence is lack of project sustainability especially after donor withdrawal. Progressive leadership empowers their members to make decisions on their own. Good leadership must have the discipline to work toward his or her vision single-mindedly, as well as to direct his or her actions and those of the team toward the goal. Effective and efficient leadership with quality leadership skills, creative with commitments will lead the projects to sustainability. There is a need for persistence and perseverance leadership to mobilize, inspire, and lead the staff with participatory style of leadership.

2.3.3 Community Capacity Building and Sustainability of Funded Projects

Capacity building is a key approach used by development organs to ensure sustainability of development projects (Langran, 2002).Capacity building as an approach to community development builds independence and can be a‘ means to an end’ with the key goal being enabling the community to take over a project of an‘ end’ with the key goal being to enable parties ranging from individuals to government officers to work together to solve common problems (Temali, 2012).Capacity building requires a deep analysis of existing capacity, identifying capacity needed and designing of appropriate measure to fill the capacity gap. Capacity building can take various dimensions including human resources, social resources and financial capacity (Temali, 2012). Financial capacity will include knowledge of resources and opportunities. Human resources dimension will include issue such as motivation of individuals and teams, skill development, development of relational abilities as well as trust within the project team and community in general to ensure equitable benefiting from the project. Social dimension of capacity building will include issues such as participation structure and shared trust (UNDP, 1997).

Capacity building increases the ability of organizations, groups and individuals to solve problems, perform key functions and finally defines and moves effectively towards achieving objectives, effectively understand and handle development needs in a wider context and in a sustainable way (UNDP,1997). Positive capacity building leads to community and individual empowerment. This general empowerment is what assists the project team to inject sustainability in to projects (Langran, 2002). Empowering the community solves a lot other issues such community participation in a project (Temali, 2012). This also leads to the concept of local solutions to local problems as the beneficiaries are in a better place to engage in productive and informed discussion with implementing NGO staff. The study findings sought to determine the extent to which Community capacity building has been integrated in to Donor funded community projects.

2.3.4 Monitoring and Evaluation and Sustainability of Funded Projects

Systemic and regular collection of data from projects will assist the project team to learn from experience and improve practices, allow for both external and internal accountability of the resources invested and the results realized as well as ensure planned activities are adhered to (O’Sullivan, 2004). Monitoring checks activities and progress against plans allowing

documentation of project progress and this improves greatly the chances of project success and sustainability. Evaluation focuses on systematically and objectively assessing a phase of a project or the whole project after it is completed (Rossi, Lipsey, &Freeman, 2004). Evaluation of project phases allows detect deviation from planning time and allow for timely rectification (Valadez &Bamberger, 1994).

Project phase evaluation also allows assess relevance of the project to community needs, efficiency of the project team and use of resources, effectiveness of the interventions and also impacts being realized from the projector impacts anticipated, this allows the project manager analyze the expected sustainability levels of the project Evaluation (Junbeum, et al. 2007).when participatory takes into consideration the opinion and suggestions of key stakeholders and enhances the factor of ownership(Mohan, 2001).When these stakeholders are involved in project evaluation, their worries are looked at and this allows for more appreciation of the project and more accountability (Lipman, 2004).Monitoring and evaluation generally allows for maximum implementation of plans as well as assessing the progress in time to allow for redirection where necessary (O'Sullivan,2004).This plays a key role in ensuring project sustainability. The findings of the study sought to determine the extent to which Monitoring and Evaluation has been adopted as a practice in management of NGO funded community projects.

2.4 Theoretical Framework

According to Jordan (1998), a theory can also be described as a general body of assumptions and principles used to describe a particular set of facts or some observed phenomenon. On the other hand, theoretical frame work is a group of related ideas that provide guidance to a research project or business Endeavour. Whetten (1989) indicates that a theory consists primarily of concepts and causal relationships that relate to these concepts. A theory can also be described as a general body of assumptions and principles used to describe a particular set of facts or some observed phenomenon (Jordan, 1998). This study adopts the theory of change considered relevant to the study.

2.4.1 Theory of Change

The theory of change (TOC) was introduced in the early (1990s) in the United States by Anderson. It is a methodology or tool used in planning, participation and evaluation in development projects

(not for profit making) to promote social change. It is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context as Clark (2004) puts it. The theory of change works by identifying long-term goals by backwards mapping and connecting outcomes until the outcomes framework is complete and assumptions are identified that leads to development of indicators and identifying interventions. According to Clark (2004), these processes are related to one another causally. For projects to be sustainable and beneficial to the community they have to be grounded on a good theory. Theory of change is good in community development projects if applied in the right way. The theory helps projects developers to come up with right projects which are well conceived in terms of the needs to be addressed and the changes the projects will contribute too. These call for involvement of all the community members in the project design. The steps in the theory of change are followed in a logical manner and ideas behind each step are well defined making it easier to manage the project and sustain it. Such projects promote social change in the community and long-term results which are sustainable.

The theory of change is relevant in bringing sustainable development a sits result oriented and project implementers have to work hard to achieve good results by applying the concepts well in the project cycle in order to come up with better informed hypothesis of change to support interventions which can adopt to change in the context. Project interventions have to be designed in a way that they bring long term changes to that community. The theory of change is important in enhancing sustainability of projects. Sustainable projects are result based and this is what theory of change is all about. Emphasize should be on application of the process and also in long term impacts.

2.4.2 Collective Action Theory

The researcher looked in to collective action theory and institutional theories in an effort to demystify the concept of sustainable development. First published by Mancur Olson, collective action theory seeks to explain what causes continuity of projects and ventures (Anesi,2009). The theory suggests that a project that meets a common need will instinctively bring people together leading to project sustainability (Mazibuko, 2007). This theory however falls short since sustainability is much more complex that a project just meeting a common need.

2.4.3 Institutional Theory

Institutional theory was developed by Nelson Phillips, who asserts that institutionalization, which is the process of institution formation, is the backbone to sustainable development (Schneiberg and Soule, 2005). Institutions are the building units of any society and they shape human interaction as well as provide structure to everyday life. Institutions can be seen as a collection of specific behaviors and support structures that simplify or make possible the accomplishment of a task. Institutions make it possible for desirable set of actions to be realized more frequently and with repetition, these actions take root as norms (Green, Li & Nohria, 2009). People at this point cease doing things because there are rules that call them to but because it's the norm (Scott, 1991). In their work, Edward and Hulme (1992) summarized the theory by saying "One clear conclusion is that institution building is the critical task facing all Donor &Non-Governmental Organizations in their search for sustainable development"(Edwards & Hulme, 1992).

The stability of institutions depends a lot on their fit with culture and values of the subjects as well as the benefits that it presents to the people (Schneiberg and Soule, 2005). This theory was adopted for this study since the process of institutionalization is multifaceted and goes beyond looking at sustainability being a factor of a project simply meeting a common need.

2.5 Conceptual Framework

A conceptual frame work shows the relationship between the independent and dependent variables of the study as put by Vaughan (2008). The Figure 1 gives the relationship of the independent and dependent variables of the study. The likely outcome of factors influencing sustainability of community development projects is sustainability as indicated in Figure 1. The independent variables are shown on the left and the dependent variables on the right side.

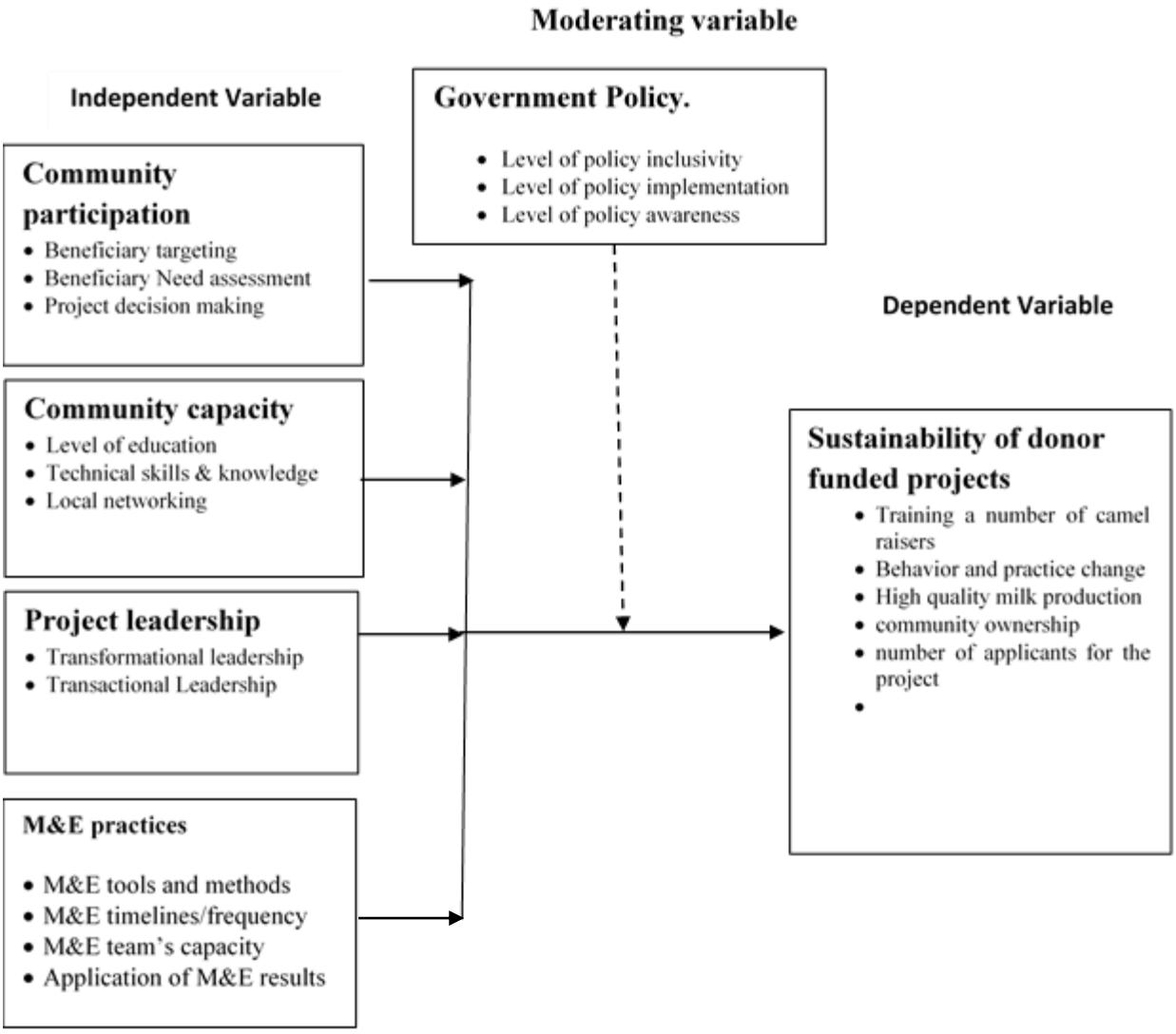

Figure 1: Conceptual Framework

2.6 knowledge Gaps

Even though studies have been done on and around this topic from the literature review the researcher found out that no specific investigation on the four factors which the researcher intend to study on the factors influencing the sustainability of donor funded project in Ethiopia. There have been several projects funded by donors such as the World Bank to help alleviate poverty in Ethiopia. Most of these projects have been designed for various communities living in Ethiopia. Gursum has been the centre of focus for many donors funded projects. Some related studies have been done especially on factors affecting sustainability of donor funded development projects in

Ethiopia. No research has been done on this particular factors under investigation of influence on sustainability of donor funded development projects in Gursum District and hence this study investigates the factors influencing the sustainability of donor funded projects in Ethiopia with focus on ACPA camel milk value chain development project

2.7 Summary of the Reviewed Literature

This chapter covered the relevant empirical literature reviewed from journal articles and books. The chapter also covered an overview of the theoretical underpinnings where this study is based which includes. Institutional Theory, Collective Action Theory and the theory of change. Empirical studies have been reviewed and presented in this chapter on the study variables includes community participation, community capacity, project leadership and monitoring and evaluation. The conceptual framework showing the relationship between variables is provided in this chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a brief description of the research design, target population, sampling design, data collection procedures, data collection tools, validity and reliability of the research instruments and data analysis methods. The study adopted descriptive research because of the need to describe factors affecting project sustainability in depth. The chapter concluded with operational definition of variables table that summarizes the objectives, independent variables, the indicators, how to measure the indicators, the scale of measurement of the variables, data collection methods adopted and type of data analysis adopted.

3.2 Research Design

The study adopted a research design which is descriptive in nature where data collected to answer questions concerning the subject of study. According to Mugenda & Mugenda (2003), the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. This research design is desirable for this study because their great interest in answering the questions such as how, who, when, what, which and to what extent (cooper) and Schindler, (2010). The descriptive design was selected because it allowed the researcher gather numerical and descriptive data to assess the relationship between the dependent and the independent variables. This made it possible for the researcher to produce statistical information on factors influencing sustainability of Donor funded community projects. The chosen design allowed the researcher to collect both qualitative and quantitative data. This study collected both qualitative and quantitative data. Therefore, a mixed mode approach of data collection and analysis was used. According to Kothari (2004) qualitative and quantitative approach supplement each other in that, qualitative techniques provide in-depth explanations while quantitative technique provided the hard data needed to meet the requirements of the objectives

3.3 Target population

Target population is a group of individuals, items or objects from which a sample is to be taken for desired measurement to be conducted as a way of inferring on the larger population from the small selected sample (Kombo & Tromp, 2006). This research carried out in Gursum district of Ethiopia and the target population comprises the project beneficiaries and implementing officers. The target population was 200 benefitting camel nurturing households and 8 officers working directly with ACPA in camel milk value chain development project (Tefera and Gebreah 2001).

3.4 Sample Size & Sampling Procedures

Sampling is a process of choosing individuals or objects from a population which is representative of the larger population.

3.4.1 Study Sample Size

To establish the sample size for this study, Krejcie and Morgan (1970) statistical Table was used. Based on this Table, a population of 200 households gives a sample size of 127

Table 3.1: Sample size

Location	Total No of house holds	Sample size
Tikdem centre	121	77
Fafan centre	79	50
Total	**200**	**127**

3.4.2 Sampling procedure

According to Kombo and Tromp (2006), sampling is the process of selecting a number of individuals from a population of concern in a way that allows the selected group to effectively represent the characteristics of the entire group. Stratified random sampling technique and purposive sampling procedures was used. Stratified random sampling is considered to be a technique that attempts to restrict the possible samples to those which are ‘less extreme’ by ensuring that all parts of the population are represented in the sample in order to increase the efficiency. The strata in this study was Tikdem and Fafan localities camel nurturing households

with the population number of 121 and 79 households respectively. Sample size was selected proportionately as 77 and 50 respectively.

3.5 Data Collection Instruments

In order to generate quantitative and qualitative data a number of methods were used to collect both primary and secondary data. This study collected quantitative data using a questionnaire from the households that benefits from the donor funded Camel Milk value chain development project.

The questionnaires had structured open and closed ended questions. The open ended questions were used to collect qualitative data while the close ended ones were used to get quantitative data. The questionnaire was divided into six sections. The questionnaires were administered by the researcher with the help of research assistants. Interview schedule was used to collect data from key informants.

3.5.1 Pilot study

Pilot testing is a smaller version of a larger study which is conducted in order to prepare for the study and field testing the survey in order to provide a rationale for the design (Orodho, 2004). It involves the pre-testing of the instruments to determine their validity and reliability. Pilot-testing of the instruments was carried out using a different but a similar group in Gursum District area. The aim of the pilot survey was to test whether the design of questions is logical if questions were clear and easily understood and whether the stated responses was exhaustive and how long it took to complete the questionnaire. The pre-test also allowed the researcher to check on whether the variables collected could be processed and analyzed easily. The pre-testing was carried out on a sample consisting of 10% of the respondents. Questions found to be interpreted differently during the pretesting were rephrased so that they had the same meaning to all respondents. Views given by the respondents during pre-testing were analyzed and used to improve the questionnaires before actual collection of data.

3.5.2 Validity of the instruments

Validity is the extent to which an instrument measures what it is supposed to measure (Gray,2009). To ensure content validity, the researcher sought expert's opinion, the university supervisor, and as well as the project officials implementing the projects. content validity

achieved by conducting a pilot study. 30% of the total targeted sample selected using stratified random sampling for the pilot study. The respondents selected for the pilot excluded from the population where the sample for this study selected from. For this study, conceptualization of variable is guided by reviewing literature as supported by relevant theories.

3.5.3 Reliability of the Instruments

The extent to which results are consistent over time and that the results of a study can be achieved in the same way is referred to as reliability. Donald and Delno (2006) define reliability of research instrument as the consistence of scores obtained and has two aspects: stability and equivalent. Reliability of the research instruments was enhanced through a pilot study that was done in a different sub county from study area. The respondents were conveniently selected since statistical conditions were not necessary in the pilot study (Cooper and Schindler, 2003). The pilot data was not included in the actual study. The pilot study allowed for pre-testing of the research instruments.

Reliability was measured through test-retest technique by administering the questionnaires to a group of individuals with similar characteristics as the actual sample size. The test was repeated after two weeks. Scores obtained from both tests were correlated to get the coefficient of reliability. A Spearman's correlation coefficient of 0.7 was accepted.

3.6 Data Collection Procedures

The data was collected using pre-coded questionnaires and interview guide administered by the researcher and research assistants. The researcher collected both primary and secondary data for the purpose of making conclusion and recommendations. Primary data was collected using structured questionnaires and structured interview guide. Information from the key informants was obtained through the interview guide. The secondary data was collected from the ministry of agricultural and livestock Publications, journals, rural project reports and development plans. The questionnaires were administered by the researcher and research assistants to the respondents by dropping them to the respondents and then collecting them when filled. Adequate time was accorded to the respondent in order to obtain appropriate answers to the questions.

3.7 Methods of Data Analysis

The researcher began with pre-processing of collected data through editing in order to detect errors and omissions and making of corrections where necessary. This involved a careful analysis of the completed questionnaires in order to ensure that collected data was accurate and consistent with other information gathered. The data was classified on the basis of common characteristics and attributes. The data was organized and tabulated inform of statistical tables in order to allow further analysis of the data. This facilitated the summation of items and detection of errors and omissions. The organized and well coded data was then analyzed through descriptive statistics which is a technique which enables researchers to meaningfully describe data with numerical indices or in graphical form. This entailed analysis of correlation of factors and use of measures of central tendency such as the mean, frequencies and percentages. The Statistical Package for Social Sciences was used in order to do statistical analysis of the data. Content analysis technique was applied to analyze qualitative data by identifying patterns and themes. After analysis, data was then presented using percentages and tables.

3.8 Ethical Considerations

Before the actual administration of the instruments, an explanation on the aim and the purpose of the study was done to the respondents in the language they understood better. The researcher endeavored to obtain an informed consent from the respondents before undertaking to collect data from the field. Informed consent was obtained by participant's permission to participate in the study before administering the questionnaire to him or her. In order to obtain unbiased data the researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy were respected. High level of confidentiality on the information provided by respondents through interview or questionnaires was maintained. The researcher also ensured that respondents were interviewed at a time and place most convenient to them

3.9 Operational definition of variables

To enable measurement of variable, Table 3.2 provides an operational definition of variables.

Table 3.2: Operationalization of variables

Objectives	Variables		Indicator(s)	Measurement	Level of scale	Tools of analysis
	Independent	Dependent				
To determine the extent of community participation influences sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district.	Community participation	Sustainability of donor funded projects	-beneficiary selection -need assessment -planning and decision making	Number of beneficiaries involved	ordinal	Descriptive analysis Frequency distribution
To establish the extent at which project leadership influences sustainability of donor funded Camel Milk Value-Chain Development Project in Gursum district	Project leadership	Sustainability of donor funded projects	Transformational leadership - transactional leadership - servant leadership	Number ,kind of the leadership and their characteristics	ordinal	Descriptive analysis Frequency distribution
To determine the extent at which community capacity influence the sustainability of donor funded Camel Milk Value-Chain	- community capacity	Sustainability of donor funded projects	- level of education - technical skills & knowledge - social networking	Number trained Level of social networking among the beneficiaries	ordinal	Descriptive analysis Frequency distribution

Development Project in Gursum district.						
Determine the influence of practicing M&E during the project cycle on sustainability of donor funded camel milk Value-chain development project in Gursum district	Monitoring and evaluation	Sustainability of donor funded projects	-number of consultations with beneficiaries - Stakeholder Participation in M&E activities - corrective actions	Number of consultations done Level of stakeholder participation in M&E	ordinal	Descriptive analysis Frequency distribution

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, findings of the study, and providing interpretation and discussion of the findings. The chapter presents the questionnaire return rate, findings, interpretation, and discussion on the demographic information and respondents profiles. The chapter also includes findings, interpretation, and discussion on the four objectives; Community participation and sustainability of donor funded projects, project leadership and sustainability of donor funded projects, community capacity and the sustainability of donor funded projects and M&E practice and the sustainability of donor funded projects.

4.2 Interview Guide

the study sought to assess and establish more information on respondents and therefore an interview guide was used. The researcher aimed at interviewing eight officers who are working with ACPA as being value chain officer, training officer, livelihood officer and milk hygiene & fodder specialist. All the eight interviewee were available for the interview and therefore a 100% response rate was achieved. In terms of the job experience, the interviewees had all worked for 5 years and above in different levels in the ACPA NGO. In terms of the kind of the sustainability set in place include, contribution of income generating and livelihood diversification activities, community capacity building through trainings, camel value chain scaling up. According to their responds local communities involved in the project activities through informing the objectives, consulting and empowering community, in designing activities that increase income generating and market linkage that lead to increasing profitability. In terms of challenges in involving the local community into the project activities the major challenges they mentioned is, poor awareness, poor coordination between community and local administration, droughts, unwilling to capture or understand the knowledge you are going to provide particularly women group they are busy with their family obligations, poor planning, disorganization and illiteracy. All of them mentioned that they have secured a number sources of funds prior to donor withdrawal from GIZ, government and local community themselves. The community received different kind of training like capacity

building and business skill training. Having worked in the organization for such a period, the researcher believes that the interviewees were well suited in answering the 10 questions appropriately.

4.3 Questionnaire Return Rate

From the data collected, out of the 127 questionnaires administered, 117 were completely filled and returned, which represents 92.1% response rate. This response rate is considered good to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% good while 70% and above is considered very good. Also, Bailey (2000) asserts that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on these assertions, the response rate in this case of 92.1% is therefore very good. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants of the intended survey, met with the senior management team to explain the purpose, nature and scope of the study, all their issues, fear and concerns were addressed and tools reviewed collectively. We also utilized a self-administered questionnaire which the respondents completed and these were picked shortly after and made follow up calls to clarify queries as well as prompt the respondents to fill the questionnaires.

4.4. Demographic Information and Respondents Profiles

Demographic information of the respondents was based on age, gender, level of education, employment status, economic activities of the area, residency of the respondents and duration of being a resident of the area.

4.4.1. Distribution of Respondents by Age

This section presents the distribution of respondents by their age. Respondents were asked to indicate their age and the responses recorded in Table 4.1.

Table 4.1: Distribution of Respondents by Age

Age bracket(yrs.)	Frequency	Percentage (%)
18-25	14	12.0
26-35	31	26.5
36-45	47	40.2
Above 55	22	18.8
No response	3	2.6
Total	**117**	**100.0**

Table 4.1 shows that out of 117 respondents 47 (40.2%) were aged between 36-45 years, 31 (26.5%) were aged between 26-35 years, 22 (18.8%) aged above 55 years of age, 14 (12%) were aged between 18-25 years while 3 (2.6%) of the respondents failed to indicate their age bracket. Since the majority of the respondents aged above 36 years old, this implies that the data were collected from people with wide experience.

4.4.2 Gender of the respondents

This section presents the distribution of respondents by gender. Respondents were asked to indicate their gender and the responses recorded in Table 4.2.

Table 4.2: Distribution of respondents by Gender

Gender	Frequency	Percentage (%)
Male	35	29.9
Female	82	70.1
Total	**117**	**100**

Table 4.2 shows that majority of the respondents 82 (70.1%) were female while only 35 (29.9%) were male. Since the survey was carried out within the household units, and the area under study was a nomadic culture community where men go out to graze cattle and camel, leaving only women and old people at home hence the higher percentage of female.

4.4.3 Respondents Level of Education.

This section presents the distribution of respondents by their level of education. Respondents were asked to indicate their level of education and the responses recorded in Table 4.3.

Table 4.3: Distribution of respondents by Level of education

Education Level	Frequency	Percentage
Zero Class	89	76.1
Primary	19	16.2
Secondary	2	1.7
No response	7	6.0
Total	**117**	**100**

Table 4.3 shows that majority of the respondents 89 (76.1%) have not gone to school, followed by those who have primary level 19 (16.2%) and secondary level at 2 (1.7%) while 7 (6.0%) decided not to reveal their education level. The higher percentage of zero class respondents were as a result of high illiteracy level among female respondents who were the majority of this survey.

4.4.4 Employment Status of the Respondents

This section presents the distribution of respondents by their employment status. Respondents were asked to indicate their employment status and the responses recorded in Table 4.4.

Table 4.4: Employment Status of the Respondents

Employment status	Frequency	Percentage (%)
Employed	13	11.1
Unemployed	21	17.9
Self-employed	78	66.7
Retired	2	1.7
No response	3	2.6
Total	**117**	**100**

Table 4.4 shows that 13 (11.1%) of the respondents had formal employment, 21 (17.9%) were unemployed, 78 (66.7%) self-employed while only 2 (1.7%) already retired from formal employment. However 3 (2.6%) had not responded to reveal their employment status. The lower formal employment rate was as a result of high illiteracy rate since most of the respondents had zero class.

4.4.5 Respondents Duration of Residence

This section presents the distribution of respondents by their residence. Respondents were asked to indicate the duration of time they have been resident within the project area and the responses recorded in Table 4.5.

Table 4.5: distribution of Respondents Duration of Residence

Length of Residency(Years)	Frequency	Percentage (%)
Less than 5	1	.9
5 -10	26	22.2
10-20	37	31.6
30 and above	50	42.7
No response	3	2.6
Total	**117**	**100**

Table 4.5, clearly summarized how long the respondents had been living in study area, where 50 (42.7%) of the respondents had been Gursum residents' for more than 30 years, 37 (31.6%) for between 10-20 years, 26 (22.2%) for between 5-10 years, and only 1 (0.9%) for less than 5 years. This shows that all the respondents had lived in Gursum for a reasonable length of time therefore knowledgeable about the problems facing donor funded project.

4.4.6 Respondents Economic Activities

This section presents the distribution of respondent's economic engagement. Respondents were asked to indicate the economic activity they are engaged in and the responses recorded in Table 4.6.

Table 4.6: Distribution of Respondents Economic Activities

Main economic activities	Frequency	Percentage
Livestock Production	80	68.4
Crop Production	20	17.1
Jewellery making	1	.9
No response	16	13.7
Total	**117**	**100**

Table 4.6 shows that the major economic activities in Gursum district as indicated by the respondents were livestock production 80 (68.4%), crop production 20 (17.1%) and jewellery 1 (0.9%). This clearly shows that the main economic activity of the people of Gursum is livestock production.

4.5 Sustainability of Donor Funded Development Project

Sustainability of donor funded development project was the dependent variable in this study. As informed by the existing empirical literature and the related theories, the following indicators were considered to measure the project sustainability; level of training of camel raisers, behavior and practice change, quality milk production and community ownership of the project. To measure the sustainability of the camel milk value chain development projects in Gursum district, a self-administered questionnaire with ten (10) items based on the above indicators was subjected to the respondents. Respondents were then asked to indicate the extent to which the project has been sustainable based on each of the item. They were given four items rated on a five-point Likert scale ranging from Strongly agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD) which they were to choose from The following scoring was also used: Strongly Disagree (SD) 1<SD<1.8; Disagree (D) 1.8<D<2.6; Neutral (N) 2.6<N<3.4; Agree (A) 3.4<A<4.2; and Strongly Agree (SA) 4.2<SA<5.0. The mentioned scales give an equidistance of 0.8.

Table 4.7: The Frequencies (F), Percentages (%), Mean (M) and Standard Deviation (SD) for Sustainability of the camel milk value chain development projects.

		SD	D	N	A	SA	M	SD
		F %	F %	F %	F %	F %		
4.7a	Practicing of behavior change is welcomed by the community	0	0	4 (3.5)	47 (40.9)	64 (55.7)	4.52	0.567
4.7b	Project beneficiaries gained enough training	0	0	3 (3.0)	50 (50)	47 (47)	4.44	0.556
4.7c	The quality of milk production is highly improved	0	0	6 (5.3)	54 (47.4)	54 (47.4)	4.42	0.593
4.7d	Communities are involved in the process of needs assessment	0	0	7 (6.1)	58 (50.4)	50 (43.5)	4.37	0.599
4.7e	The extent of behavior change is positively high	0	0	15 (13)	45 (39.1)	55 (47.8)	4.35	0.701
4.7f	The knowledge acquired is directly related to the project objectives	0	0	5 (4.4)	68 (59.6)	41 (36)	4.32	0.554
4.7g	The quality of milk production is incrementally increased	1 (0.9)	3 (2.6)	14 (12.2)	46 (40)	51 (44.3)	4.24	0.833
4.7h	The project has received local support that guarantee continuation	1 (0.9)	1 (0.9)	10 (8.5)	72 (61.5)	33 (28.2)	4.15	0.677
4.7i	Communities are always involved in decision making processes concerning their projects	0	1 (0.9)	11 (9.5)	81 (69.8)	23 (19.8)	4.09	0.568
4.7j	The project has potential to survive after the funding period has ended	1 (0.9)	0	14 (12.2)	81 (70.4)	19 (16.5)	4.02	0.607
	Total Scores						**4.29**	**0.626**
	N = 117 **Composite Mean=4.29** **Standard dev=0.626**							

Table 4.7 shows that the composite mean of sustainability by respondents was high with a mean of 4.29. This implies that most of the respondent agreed that camel milk value chain development projects in Gursum district has been sustainable even after the donor withdrew.

Item 4.7a sought to establish the extent at which practices behavior change is welcome in the community, majority 64 (55.7%) of the respondents strongly agreed that practicing of behavior change is welcome in the community with a mean of 4.52 and standard deviation of 0.567, these results agree with the finding from key informant who stated that practicing of behavior change is highly welcome by the community.

Item 4.7b sought to establish the extent at project beneficiary gained enough training, the results indicate that majority 50 (50%) agreed that project beneficiaries had gained enough training with a mean of 4.44 and standard deviation of 0.55. The results agree also with findings from the key informants which stated that the project beneficiary had gained enough training.

Item 4.7c sought to establish the extent at which quality of milk production has been improved, the results indicates that majority 54 (47.4%) agreed that quality of milk production has been improved. A mean score for this item was 4.42 and standard deviation of 0.593. This result agrees with the finding from key informants which stated that the quality of milk production has been improved since the implementation of the project.

Item 4.7d sought to establish the extent at which community are involved in the process of need assessments, majority 58 (50.4%) agreed that the community were involved in the process of need assessments with a mean 4.37 and standard deviation of 0.599. These results agree with the findings from key informants which state that community were highly involved in the process of need assessments.

Item 4.7e sought to establish the extent at which behavior change is positively high, majority 55 (47.8%) strongly agreed that the extent of behavior change was positively high with a mean 4.35 and standard deviation of 0.701, implying that majority of the respondents agreed that there is a positive behavior change.

Item 4.7f sought to establish the extent at which knowledge acquired is directly related to the project objectives, the results indicates that majority 68 (59.6%) agreed that knowledge acquired was directly related to the project objectives with a mean of 4.32 and standard deviation of 0.554, these results concur with the findings got from key informants which stated that knowledge acquired was directly related to the project objectives.

Item 4g sought to establish the extent at which quality of milk production has incrementally increased. The results indicate that majority 51 (44.3%) agreed that the project has incrementally increased the quality of milk production with a mean of 4.24 and standard deviation of 0.833. The result implies that majority of the respondents agreed that the project has incrementally increased the quality of milk production.

Item 4h sought to establish the extent at which project has received local support that guarantee continuation. The results indicate that majority 72 (61.5%) agreed that project has received local support that guarantee continuation with a mean of 4.15 and standard deviation of 0.713, these results agrees with the findings from key informant which stated that the project has highly received local support to ensure continuation of the project even after the donor withdrew.

Item 4.7i sought to establish the extent at which communities are always involved in decision making processes concerning their projects, the results indicates that the majority 81 (69.8%) of the respondents agreed that communities are always involved in decision making processes concerning their projects with a mean of 4.09 and a standard deviation of 0.568.

Item 4.7j sought to establish the extent at which project has potential to survive after funding project ended, the results indicates that the majority 81 (70.4%) of the respondents agreed that project has potential to survive after the funding period ended with a mean of 4.02 and a standard deviation of 0.607. These results concur with the findings from key informants that stated that the project has potential to survive after the funding period ended.

4.6 Community Participation

Community Participation was the independent variable in this study. As informed by the existing empirical literature and the related theories, the following indicators were considered to measure community participation; the level of beneficiary education, level of beneficiary technical skills &

knowledge and the extent of local networking. To measure the Community Participation, a self-administered questionnaire with ten (10) items based on the above indicators was subjected to the respondents. Respondents were then asked to indicate the extent of community participation based on each of the item. They were given four items rated on a five-point Likert scale ranging from Strongly agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD) which they were to choose from The following scoring was also used: Strongly Disagree (SD) 1<SD<1.8; Disagree (D) 1.8<D<2.6; Neutral (N) 2.6<N<3.4; Agree (A) 3.4<A<4.2; and Strongly Agree (SA) 4.2<SA<5.0. The mentioned scales give an equidistance of 0.8.

Table 4.8: The Frequencies (F), Percentages (%), Mean (M) and Standard Deviation (SD) for community participation of the camel milk value chain development projects.

		SD	D	N	A	SA	M	SD
		F %	F %	F %	F %	F %		
4.8a	The local community is actively participated in beneficiary selection	(0)	(0)	4 (3.4)	47 (40.5)	65 (56.1)	4.53	0.567
4.8b	The local community is actively involved in beneficiary needs assessment	(0)	(0)	17 (14.8)	46 (40)	52 (45.2)	4.30	0.715
4.8c	Community members are involved in co-funding of the project	(0)	1 (0.9)	9 (7.9)	59 (51.8)	45 (39.4)	4.29	0.688
4.8d	The local community actually decides the project location	(0)	(0)	17 (14.8)	49 (42.6)	49 (42.6)	4.28	0.708
4.8e	Major decision making on project involves the community	(0)	1 (0.9)	6 (5.2)	72 (62)	37 (31.9)	4.25	0.588
4.8f	Priority needs are prioritized by community members	(0)	(0)	20 (17.3)	47 (40.5)	49 (42.2)	4.25	0.733
4.8g	Community is considered as a key stakeholder	(0)	(0)	10 (9.1)	70 (63.6)	30 (27.3)	4.18	0.578
4.8h	Local community were actively involved in decision making and identification of the project	(0)	(0)	15 (13)	70 (60.9)	30 (26.1)	4.13	0.614
4.8i	Community members participate in evaluation of overall project implementation process	1 (0.9)	2 (1.7)	12 (10.3)	71 (61.2)	30 (25.9)	4.09	0.710
4.8j	Community members participate in review of project plans	(0)	1 (0.9)	25 (21.5)	67 (57.8)	23 (19.8)	3.97	0.672
	Total Scores						**4.23**	**0.657**
	N = 117 **Composite Mean=4.23** **Standard Dev=0.657**							

As shown on Table 4.4.2, the overall composite means (M community participation was 4.23 with a standard deviation of 0.657. This result imply that majority of the respondents agreed that community participation greatly influenced the sustainability of the camel milk value chain development projects in Shinile district.

Item 4.8a sought to establish the extent to which the local community is actively participated in beneficiary selection. Results indicates that majority 65 (55.6%) strongly agreed with the statement. The mean score for this item was 4.53 with a standard deviation of 0.567. This result implies that majority strongly agreed with this statement. These results agree with the findings from key informants which stated that the local community actively participated in the beneficiary selection.

Item 4.8b sought to establish the extent to which the local community is actively involved in beneficiary needs assessment. The results indicate that majority 52 (45.2%) strongly agreed with the statement. The mean score for this item 4.30 and a standard deviation of 0.715. These results agree with the finding from key informants which stated that local community actively participated in beneficiary needs assessments.

Item 4.8c sought to determine the extent at which community involved in co-funding of the project. The results indicate that majority 59 (50.4%) of the respondents agreed that community involved in co-funding with a mean of 4.29 and standard deviation of 0.688. These results agree with the findings from key informants which agreed that community were highly involved in co-funding.

Item 4.8d sought to determine the extent at which Community members decides the project location, the results indicates that majority 49 (42.6%) of the respondents strongly agreed that community members actually decides the project location with a mean of 4.28, standard deviation of 0.708. These results agree with the finding from key informants which states that the community actually decides on the project location.

Item 4.8e sought to establish the extent at which community were involved in major decision making, the results indicates that majority 72 (62.2%) agreed with the statement with a mean of 4.25 and standard deviation of 0.588. These results agree with the funding from key informants which stated that community was highly involved in major decision making.

Item 4.8f sought to establish the extent at which priority needs are prioritized by community members, the results indicates that the majority 49 (42.2%) of the respondents strongly agreed that priority needs were prioritized by community members with a mean of 4.25, and standard deviation of 0.733. These results agreed with the finding from key informants which state that the priority needs are prioritized by community members.

Item 4.8g sought to establish the extent at which community is considered as a key stakeholder, majority 70 (63.6%) of the respondents strongly agreed that community is considered as a key stakeholder with a mean of 4.18 and standard deviation of 0.578. This implies that most respondents agreed with the statement.

Item 4.8h sought to establish the extent at which community participate in evaluation of overall project implementation process, the results shows that the majority of the respondents 71 (61.2%) strongly agreed that community participate in evaluation of overall project implementation with a mean of 4.09 and standard deviation of 0.710. This implies that the most respondents agreed with the statement.

Finally, item 4.8i sought to establish the extent at which Community members participate in review of project plans, the majority of the respondents 67 (57.8%) strongly agreed that community members participate in review of project plans with a mean of 3.97 and standard deviation of 0.672. These results agree with the findings from key informants which stated that community members participate in review of project plans.

4.7 Project Leadership

Project leadership was the second independent variable in this study. As informed by the existing empirical literature and the related theories, the following indicators were considered to measure project leadership; transformational leadership and transactional leadership. To measure the project leadership, self-administered questionnaire with ten (10) items based on the above indicators was subjected to the respondents. Respondents were then asked to indicate the extent of community participation based on each of the item. They were given four items rated on a five-point Likert scale ranging from Strongly agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD) which they were to choose from The following scoring was also used:

Strongly Disagree (SD) 1<SD<1.8; Disagree (D) 1.8<D<2.6; Neutral (N) 2.6<N<3.4; Agree (A) 3.4<A<4.2; and Strongly Agree (SA) 4.2<SA<5.0. The mentioned scales give an equidistance of 0.8.

Table 4.9: The Frequencies (F), Percentages (%), Mean (M) and Standard Deviation (SD) for Project Leadership of the camel milk value chain development project.

		SD	**D**	**N**	**A**	**SA**	**M**	**SD**
	Statement	**F %**	**F %**	**F %**	**F %**	**F %**		
4.11a	The management team were highly competent	(0)	(0)	3 (3.5)	49 (57.0)	34 (39.5)	4.36	0.551
4.11b	Project leaders motivate project staff to perform better	1 1.0)	1 (1.0)	3 (3.1)	54 (56.3)	37 (38.5)	4.30	0.682
4.11c	The leadership of the project allows for participative decision making	(0)	(0)	7 (7.3)	55 (57.3)	34 (35.4)	4.28	0.593
4.11d	Project leaders solve conflicts in a constructive manner	(0)	(0)	9 (9.5)	53 (55.8)	33 (34.7)	4.25	0.618
4.11e	The project leadership had good relationship with the community	(0)	(0)	6 (6.3)	60 (62.5)	30 (31.2)	4.25	0.562
4.11f	Project leaders support project staff	(0)	(0)	7 (7.6)	56 (60.9)	29 (31.5)	4.24	0.581
4.11g	Project leaders are sensitive to the welfare of the project staff	(0)	3 (3.2)	9 (9.5)	56 (58.9)	27 (28.4)	4.13	0.703
4.11h	Project leaders carry the vision of the project	(0)	1 (1.1)	14 (14.7)	55 (57.9)	25 (26.3)	4.09	0.670
4.11i	Project leaders are keen to build synergy among teams	(0)	(0)	18 (18.8)	51 (53.1)	27 (28.1)	4.09	0.682
4.11j	Leaders are fully committed to the project	(0)	(0)	19 (19.8)	51 (53.1)	26 (27.1)	4.07	0.684
	Total Scores						**4.21**	**0.626**
N = 127 **Composite** Mean**=4.21** **Standard deviation=0.626**								

Table 4.1.1 shows that project leadership greatly influences sustainability of donor funded project with composite mean of 4.21 and standard deviation of 0.626. This result imply that majority of the respondents agreed that project leadership influenced the sustainability of the camel milk value chain development projects in in Gursum district.

Item 4.11a sought to establish whether the management team were highly competent. Majority 49 (57%) of the respondents agreed that management team were highly competent mean of 4.36 and standard deviation of 0.551. The results conform to the key informant that a majority of the management team were highly competent. Item 4.11b sought to establish how the project leadership motivates staff to perform better. Majority 54 (56.3%) agreed that project leadership motivate staff to perform better with a mean of 4.3 and standard deviation of 0.682. The outcome agreed with the key informant which strongly indicates that the project leadership motivates staff to perform better.

Item 4.11c sought to establish how the leadership of the project allows for participative in decision making. A majority 55(57.3%) agree that the leadership of the project allows for participative in decision making with a mean of 4.28 and standard deviation of 0.593. This agrees with the key informant that the leadership of the project allows for participative in decision making. Item 4.11d sought to establish how project leaders solve conflicts in a constructive manner. The results 53 (55.8%) of the respondents agree that the project leaders solve conflicts in a constructive manner with a mean of 4.25 and standard deviation of 0.562. From the key informant, it confirms that the project leaders solve conflicts in a constructive manner.

Item 4.11e sought to establish whether the project leadership had good relationship with the community. The results indicate 60 (62.5%) of respondents agree that the project leadership had good relationship with the community with the mean of 4.25 and standard deviation of 0.562. The results agree with the key informant that the project leadership had good relationship with the community. Item 4.11f sought to establish how project leaders support project staff. Majority 56 (60.9%) agree that project leaders support staff with a mean of 4.24 and standard deviation of 0.581. This result agrees with the key informant that project leaders support project staff. Item 4.11g sought to establish whether project leaders are sensitive to the welfare of the project staff. A majority 56 (58.9%) agree that project leaders are sensitive to the welfare of the project staff with

a mean of 4.13 and standard deviation of 0.703. The results agree with key informant that the project leaders are sensitive to the welfare of the project staff.

Item 4.11h sought to establish whether project leaders carry the vision of the project. The results 55 (57.9%) of respondents agree that project leaders carry the vision of the project with a mean 4.09 of and standard deviation of 0.670. The results agree with the key informant that the project leaders carry the vision of the project. Item 4.11i sought to establish whether project leaders are keen to build synergy among teams. A number 51 (53.1%) of the respondents agree that project leaders are keen to build synergy among teams with a mean of 4.09 and standard deviation of 0.682. This result agrees with the key informant that the project leaders are keen to build synergy among teams. Item 4.11j sought to establish whether the leaders are fully committed to the project. Majority 51 (53.1%) agree that leaders are fully committed to the project with a mean 4.07 of and standard deviation of 0.684. This result conforms to the key informant that the leaders are fully committed to the project.

4.8 Community Capacity

Community capacity was the third independent variable in this study. As informed by the existing empirical literature and the related theories, the following indicators were considered to measure Community capacity; level of education, technical skills & knowledge and local networking. To measure the community capacity, self-administered questionnaire with ten (10) items based on the above indicators was subjected to the respondents. Respondents were then asked to indicate the extent of community participation based on each of the item. They were given four items rated on a five-point Likert scale ranging from Strongly agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD) which they were to choose from. The following scoring was also used: Strongly Disagree (SD) 1<SD<1.8; Disagree (D) 1.8<D<2.6; Neutral (N) 2.6<N<3.4; Agree (A) 3.4<A<4.2; and Strongly Agree (SA) 4.2<SA<5.0. The mentioned scales give an equidistance of 0.8.

Table 4.10: The Frequencies (F), Percentages (%), Mean (M) and Standard Deviation (SD) for community capacity of the camel milk value chain development projects.

		SD	D	N	A	SA	M	SD
	Statement	**F %**	**F %**	**F %**	**F %**	**F %**		
4.14a	Local community were well educated and trained to achieve ownership when implementation agencies pull out	(0)	2 (1.7)	15 (12.9)	59 (50.9)	40 (34.5)	4.18	0.717
4.14b	There is room for continued improvement in the skills and knowledge by the community	2 (1.7)	2 (1.7)	21 (18.1)	43 (37.1)	48 (41.4)	4.15	0.897
4.14c	Community leaders support local networking for project improvement	1 (0.9)	1 (0.9)	17 (14.9)	61 (53.5)	34 (29.8)	4.11	0.745
4.14d	The community is ready to adapt new technology	1 (0.9)	3 (2.7)	22 (19.6)	46 (41.1)	40 (35.7)	4.08	0.861
4.14e	The level of networking among the local community is strong	1 (0.9)	4 (3.5)	16 (13.9)	59 (51.3)	35 (30.4)	4.07	0.814
4.14f	The community possess the right skills and knowledge	(0)	2 (1.7)	23 (19.8)	74 (63.8)	17 (14.7)	3.91	0.640
4.14g	The community were trained in modern technology to help curb poor management and accountability when implementation agencies pull out	1 (0.9)	2 (1.7)	40 (34.5)	58 (50.0)	15 (12.9)	3.72	0.741
4.14h	Farmers household have attained a good level of education to understand extension information	(0)	3 (2.6)	46 (39.7)	49 (42.2)	18 (15.5)	3.71	0.758
4.14i	The networking system among the community is systematic	27 (23.5)	30 (26.1)	26 (22.6)	18 (15.7)	14 (12.2)	2.67	1.323
4.14j	The type of education the community receives is formal	40 (34.5)	32 (27.6)	18 (15.5)	17 (14.7)	9 (7.8)	2.34	1.298
	Total Scores						**3.69**	**0.879**
	N = 127 **Composite Mean=3.69** **Standard Dev=0.879**							

Table 4.10 shows that the composite mean 3.69 and the standard deviation of 0.879. Simply implies that majority agrees that community capacity influenced the sustainability of sustainability of the camel milk value chain development projects in in Gursum district.

Item 4.14a sought to establish the extent at which local community were educated and trained to achieve ownership when implementation agencies pull out. The results found that majority 59 (50.9%) agreed that local community were trained to achieve ownership when implementation agencies pull out with a mean of 4.18 and standard deviation of 0.717. This agrees with the results from key informant whose outcome was that the local community were educated and trained to achieve ownership when implementation agencies pull out. Item 4.14b sought to establish if there is a room for continued improvement in the skills and knowledge by the community. From the results a majority 48 (41.4%) strongly agree that there is room for continued improvement in the skills and knowledge by the community with a mean of 4.15 and standard deviation of 0.897.

Item 4.14c sought to establish whether community leaders support local networking for project improvement, 61 (53.5%) agreed that community leaders support local networking for project improvement with a mean of 4.11 and standard deviation of 0.745, which conforms with the key informant results that there was enough room for continued improvement in the skills and knowledge by the community. Item 4.14d sought to establish whether the community is ready to adapt to new technology. The results show 46 (41.1%) agreed that the community is ready to adapt new technology with a mean of 4.08 and standard deviation of 0.861. This result agrees with the key informant that the community was ready to adapt to new technology.

Item 4.14e sought to establish the level of networking among the local community. The results indicate 59 (51.3%) agreed that the level of networking among the local community is strong with a mean of 4.07and a standard deviation of 0.814. This agrees with the results from key informant that there is strong level of networking among the local community. Item 4.14f sought to establish if the community possesses the right skills and knowledge. The outcome shows 74 (63.8%) agreed that the community possess the right skills and knowledge with a mean of 3.91 and standard deviation of 0.640. This result agrees with the key informant that the community possess the right skills and knowledge.

Items 4.14g sought to establish if the community was trained in modern technology to help curb poor management and accountability when implementation agencies pull out. The outcome shows 58 (50%) agreed that the community went through training with a mean of 3.72 and standard deviation of 0.741. This result agrees with the key informant that the community went through training on modern technology as a means of improving management and accountability. Item 4.14h sought to examine if the farmer's household have attained a good level of education to understand extension information. The outcome shows 49 (42.2%) agreed that the farmers were well educated with a mean of 3.71and standard deviation of 0.758. This result agrees with the key informant that the community went through extensive training as a result of extension information.

Item 4.14i sought to determine if the community's networking system was systematic. The results show a majority 30 (26.1%) disagreed that the networking system was systematic with a mean of 2.67 and standard deviation of 0.758. This result agrees with the key informant that the community went through extensive training as a result of extension information. Item 4.14j sought to establish if the type of education the community receives is formal. The outcome shows a majority 40 (34.5%) strongly disagreed that with the statement with a mean of 2.34 and standard deviation of 1.298.

4.9 Project Monitoring and Evaluation Practices

Project Monitoring and evaluation practices was the fourth independent variable in this study. As informed by the existing empirical literature and the related theories, the following indicators were considered to measure project monitoring and evaluation practices; M&E tools and methods, M&E timelines/frequency, M&E team's capacity and application of M&E results. Self-administered questionnaire with ten (10) items based on the above indicators was subjected to the respondents. Respondents were then asked to indicate the extent of project monitoring and evaluation practices based on each of the item. They were given four items rated on a five-point Likert scale ranging from Strongly agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD) which they were to choose from The following scoring was also used: Strongly Disagree (SD) 1<SD<1.8; Disagree (D) 1.8<D<2.6; Neutral (N) 2.6<N<3.4; Agree (A) 3.4<A<4.2; and Strongly Agree (SA) 4.2<SA<5.0. The mentioned scales give an equidistance of 0.8.

Table 4.11: The Frequencies (F), Percentages (%), Mean (M) and Standard Deviation (SD) for Project Monitoring and Evaluation of the camel milk value chain development projects.

		SD	D	N	A	SA	M	SD
	Statement	**F %**	**F %**	**F %**	**F %**	**F %**		
4.17a	We make project adjustments arising from monitoring recommendations	(0)	1 (1.1)	7 (7.4)	55 (57.9)	32 (33.7)	4.24	0.631
4.17b	The M&E tools and methods used are systematic	3 (3.8)	2 (2.5)	4 (5.1)	38 (48.1)	32 (40.5)	4.19	0.935
4.17c	M&E practice is routine	(0)	(0)	13 (14.1)	49 (53.3)	30 (32.6)	4.18	0.662
4.17d	There is an effective M&E system put in place by management	(0)	1 (1.1)	9 (9.5)	62 (65.3)	23 (24.2)	4.13	0.606
4.17e	We monitor all our project inputs and outputs from time to time	(0)	1 (1.1)	9 (9.5)	63 (66.3)	22 (23.2)	4.12	0.599
4.17f	There is good feedback to the community about M&E results	(0)	6 (6.3)	11 (11.6)	47 (49.5)	31 (32.6)	4.08	0.834
4.17g	The M&E experts were qualified	(0)	1 (1.1)	16 (17.8)	48 (53.3)	25 (27.8)	4.08	0.707
4.17h	The work we do is always high quality	1 (1.1)	1 (1.1)	7 (7.4)	66 (70.2)	19 (20.2)	4.07	0.643
4.17i	Community members participate in M&E activities	(0)	2 (2.1)	16 (16.8)	53 (55.8)	24 (25.3)	4.04	0.713
4.17j	The management always make regular visits to project sites by experts in M&E	(0)	1 (1.0)	16 (16.7)	60 (62.8)	19 (19.8)	4.00	0.681
	Total Scores						**4.11**	**0.640**
	N = 127 **Composite Mean=4.11** **Standard Dev=0.640**							

Table 411 Shows that the composite mean of monitoring and evaluation of the project by respondents was high at a mean of 4.11 and standard deviation of 0.640. This implies that majority of the respondents agreed that monitoring and evaluation influences the sustainability of the donor funded project. Item 4.17a sought to establish how project make adjustments arising from monitoring recommendations. Most of the respondents 55 (57.9%) agreed that project adjustment arising from recommendation gained monitoring and evaluation with a mean of 4.24 and standard deviation of 0.631. This result agrees with the key informant that the project make adjustments arising from monitoring recommendations. Item 4.17b sought to establish whether M&E tools used are systematic. The result 38 (48.1%) of respondents agreed that M&E tools are systematic with a mean of 4.19 and standard deviation of 0.935. This result agrees with key informant that the M&E tools used are systematic.

Item 4.17c sought to establish whether M&E is a routine practice. Majority 49 (53.3%) agreed that M&E is a routine practice at a mean of 4.18 and standard deviation of 0.662. The results agree with the key informant that M&E is a routine practice. Item 4.17d sought to establish the effectiveness of M&E system put in place by the management. Majority 62 (65.3%) agreed that there is an effective M&E system put in place by the management at a mean of 4.13 and standard deviation of 0.606. The results conform to key informant that effective M&E system is put in place by the management. Item 4.17e sought to establish about good feedback about M&E to the community. Majority 63 (66.3%) agreed that there is good feedback to the community about M&E results with a mean of 4.12 and a standard deviation of 0.599. The results agree with the key informant that the community had a good feedback about M&E.

Item 4.17f sought to establish how project inputs and outputs are monitored time to time. Majority 47 (49.5%) of the respondents agreeing that project inputs and outputs are monitored time to time with a mean of 4.08 and standard deviation of 0.834. This agrees with key informant that the project inputs and outputs are monitored time to time. Item 4.17g sought to establish whether the M&E experts were qualified. The results 48 (53.3%) shows respondents agreeing that the M&E experts were qualified with a mean of 4.08 and standard deviation of 0.707. This agrees with the key informant that M&E experts were qualified.

Item 4.17h sought to establish whether the work done is always high quality. Majority 66 (70.2%) of the respondents agree that the work done is always high quality with a mean of 4.07 and standard deviation of 0.643. The results conform to the key informant that the work done is always high quality. Item 4.17i sought to establish how the community members participate in M&E activities. A number 53 (55.8%) agreeing that the community members participate in M&E activities with a mean of 4.04 and standard deviation of 0.713. This confirms with the key informant that the community members participate in M&E activities. Item 4.17j sought to establish how the management always make regular visits to project sites by experts in M&E. Majority 60 (62.8%) of respondents agree that the management always make regular visits to project sites by experts in M&E with a mean of 4.00 and standard deviation of 0.681. The results agree with key informant that the management always make regular visits to project sites by experts in M&E.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings, discussion, conclusion and recommendations for further study.

5.2 Summary of Findings

The following were the summary of the research findings upon which the conclusion and recommendations of the study were made. The study was guided by four specific objectives and it is on this basis that data analysis was done. The findings in relation to each of these objectives were as follows.

5.2.1 Community Participation

It was evidenced from the study that local communities were highly involved in the project process. They were involved in all stages of the project, the study also found that the local community members were actively involved in beneficiary need assessment, co-funding the project, major decision making, and evaluation of overall project implementation process and also participated in review of project plans. The study further found out that community participation has several importance on the project sustainability since its aids effective community needs assessment and also enable the community to take on the responsibility and ownership of the projects as well as promoting awareness among the community members for long impact of the project. The findings are similar to Oakley and Marsden (2007) who posited that stakeholders' support brings together individuals, families, or communities who assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development. In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits.

5.2.2 Project Leadership

According to the study Project leadership greatly influences sustainability of donor funded project. The study found that the project leadership and members of the community were in good relationship thereby enhancing implementation of the project. The study further found out that the project leadership were highly competent and have ability to solved conflicts in a constructive manner and very sensitive to the welfare of the project staff. In addition to that they also motivate staff for the work well done and pay attention to everyone opinion. This study concurs with the study done by Tucson &Tembo (2010) he argued that leadership refers to how an individual influences a group of individuals to achieve a common goal. It therefore has a positive role to play in the achievement of sustainable income generating activities. Leadership involves motivating the employees, being innovative, creating a healthy organization, policy making and soon.

5.2.3 Community Capacity

It was evidence that local community were well trained and equipped with the skills and knowledge to achieved ownership once the donor pulled out. The communities also were ready to adapt to new modern technology to help curb poor management and accountability when implementation agency pull out. The study also found out that farmers' households also attained good level of education to understand extension information. Community leaders also support local networking for project improvement. The study further found that after inception of the project community has increased business earnings and that the project has led to diversification of the livelihood. Langran 2002 in his study described Capacity building as a key approach used by development organs to ensure sustainability of development projects. Capacity building as an approach to community development builds independence and can be a 'means to an end' with the key goal being enabling the community to take over a project of an 'end' with the key goal being to enable parties ranging from individuals to government officers to work together to solve common problems.

5.2.4 Monitoring and Evaluation

The study revealed that there was a proper monitoring and evaluation process in the project by the expert involving local community. The study also found that monitoring and evaluation tools were systematic and it was being done on a routine basis and the feedback was clearly reported to all

stakeholders including the community to enhance the efficiency of the project. This study concur with the study done by O'Sullivan, 2004 which state that Systemic and regular collection of data from projects will assist the project team to learn from experience and improve practices, allow for both external and internal accountability of the resources invested and the results realized as well as ensure planned activities are adhered to.

5.2.5 Sustainability of donor funded development project

According to the study, it revealed that the overall rating of sustainability of donor funded development project in the region is high; the study also found that project beneficiaries gained enough training and widely practicing behavior change. Due to sustainability of the project the quality of milk production has been improved and project has received local support that guarantees continuation.

5.3 Conclusion of the Study

The following conclusions were made from the study; -

Community development projects have positively transformed the lives of the local community, facilitated participation of local communities in development initiatives in the region, encouraged residents to take ownerships of their own community resources, improved food security in the region, encouraged residents to conserve available natural resources, as well as helped the community gained substantial knowledge and technical skills from the project. It has also united people from different cultures/tribes/clans in the region, builds community identity and pride and helped to uphold cultural norms as well as promoted social networks amongst residents in the region.

The study also concluded that those who managed the community development projects responded adequately to concerns whenever raised. The people appointed to manage the community development projects were effective. The study also found out that there is sufficient technical expertise to manage the project, there is sufficient human resource for sustainability of the project, the community is satisfied with the overall management of the community development projects. Management of projects has increased the alignment of development projects with host community's priorities, project managers have adequate and experience in management,

community based projects are complex and require multifaceted management skills, the leadership skills of the managers is satisfactory, and that advise about technical architecture was made available for the project.

It was further concluded that respondents agree with the statements concerning training, with training local community were able to efficiently service the project in case of breakdown of the machines that the community were trained in modern technology to help to curb poor management and accountability of the project when implementation agencies pull out. Training greatly influenced the perception of local community towards the project. Local communities were well mobilizing and trained to achieve ownership of the project when implementation agencies pull out.

5.4 Recommendations of the study

The following recommendations were made from the study; -

1. The project management should seek to adopt modern technology through increased budgetary allocations.
2. The government should institute stringent measures to deal with persons vandalizing the community project. This should be coupled with improved security offered by the security agencies to mitigate the cases of vandalism.
3. The community development projects should be managed by highly competent personnel to increase their efficiency and sustainability.
4. The level of player's participation in the project planning and implementation should be increased to enhance the sustainability of the community development projects in the county.

5.5 Suggestions for further studies

The following suggestions are made from the study;

Since this study was on the factors influencing the sustainability of donor funded projects in Ethiopia with focus on ACPA camel milk value chain development project, a USAID funded project in Gursum district of Ethiopia.

i. Similar study should be done in other regions for comparison purposes and to allow for generalization of findings on the factors influencing sustainability of donor funded community development projects

ii. Other studies should be conducted on the challenges facing the sustainability of donor funded community development projects in Ethiopia.

REFERENCES

Albert. H. (2004). *Handbook of Project Management Procedures*. Washington, D.C: TTL Publishing, Ltd.

Al-Khaldi, M. (2010). *Sustainability of externally donated projects*. Retrieved from *http://www.slideshare.net/mohammedalkhaldi735/sustainability-of-externally-donated-projects-mohammed-alkhaldi-2010.*

Anesi, V. (2009). *Moral hazard and free riding in collective action.* Social Choice and Welfare, 32 (2) 199-200.

Bagheri, A., & Hjorth, P. (2007). *Planning for sustainable development: a paradigm shift towards a process-based approach.* Sustainable Development, 15, 83-96.

Baumgartner, R. J., &Ebner, D. (2010). *Corporate sustainability strategies: sustainability profiles and maturity levels*. Sustainable Development, 18(2), 76-89.

Berhanu, A & Feyera, A (2009). *Economic values of pastoralism in Ethiopia. In: Beyne t et al*.

(eds) Proceedings of the 11th annual conference of the Agricultural Economics Society of Ethiopia, May 2009, Addis Ababa.

Capobian, L. (2004). *Communication for social change. A powerful tool for community safety and crime prevention.* Retrieved from www.crimeprevention.intl.org.

Chandra, P. (2008). *Projects, planning, Analysis, selection, financing, implementation and review*. New Delhi: Tata McGraw Hill.

Dill, B. (2010). *Community Based Organization (CBO) and norms of participation in Tanzania.*

Delmon, J. (2011). Public-Private Partnership Projects in Infrastructure: An Essential Guide for Policy Makers. New York: Cambridge University Press

Guay, T., Doh, J., & Sinclair, G. (2004). *Non-Governmental Organizations, shareholder activism, and socially responsible investments: Ethical, strategic, and governance implications*. Journal of Business Ethics, 52(1), 125-139. Doi.

Global Giving, (2013). *Empower 250 women in extreme poverty in Kenya. Retrieved from http://www.globalgiving.org/projects/empower-poor-women-in-kenya/.*

Gibson, T. (2013). *Influence of donor funded projects on the social-economic welfare of the rural communities*. Case of CADSAL in Elgeiyo Marakwet County, Kenya. University of Nairobi.

Green Jr., Sandy Edward, Li, Yuan and Nohria, Nitin (2009*). Suspending in self-spun webs of significance: A rhetorical model of institutionalization and institutionally embedded agency.* Academy of Management Journal, 52 (1), p11-36.

Hibbard.M., & Tang, C. C. (2004). *Sustainable Community development: A social approach from Vietnam. Community Development Society*, 35(2): 87-105.

Ingle B. (2005). *Ensuring Sustained Beneficial Outcomes for Water and Sanitation Programmes in the* Developing World. IRC International Water and Sanitation Centre Occasional Paper Series, Delft, NL

IFAD (2011). IFAD Strategic Framework 2007-2010. Rome. *Sustainability of Rural Development Projects.*

Igweonu, K. 2011. *Trends in Twenty-First Century African Theatre and Performance*. New York: Rodopi

Karabulut, A. & Demir, O. (2006). *The rising trend for NGO and the private sector Cooperation: Corporate social responsibility.* Journal of Turkish Weekly.

Keeys, L. (2012). *Emerging Sustainable Development Strategy in Projects: A Theoretical Framework.* PM World Journal, 1 (2), 1-12.

Lewis, J. (2004). *Project Planning, Schedule and Control.* (3rd ed). Pretine Hall, Great Britain: Pearson Education.

Lipman, A. (2004). *Community Participation, Hope and Reality. Transformation: Critical Perspectives on Southern Africa.* Washington, D.C: National Center for Public Policy and Higher Education. Pp. 46-70.

Nikkhah, H., & Redzuan, M. (2010). *The role of NGOs in promoting empowerment for sustainable community development*. Journal of Human Ecology, 30*(2), 85-92*

Mutimba (2013). *Determinants of Sustainability of Donor Funded Projects*: The Case of Selected Projects in Ganze Constituency in Kilifi County, Kenya. School of business. University of Nairobi.

Mazibuko, J.B., (2007). *Enhancing project sustainability beyond donor support. An analysis of grassroots democratization as a possible alternative*. Johannesburg, University of South Africa.

Okun (2009). *Factors affecting the Sustainability of Donors Funded Projects in Arid and Semi-arid Areas in Kenya*; A case of Marsabit Central District

Panda, B. (2007). *Top down or bottom up? A Study of grassroots NGOs' approach*. Journal of Health Management, 9(257): 257–273.

Ribeiro, J. (2011). *Procurement of Goods, Works and Services in Development Projects*. Quebec: Presses inter Poly technique.

Rossi, P., Lipsey, M. & Freeman, H. (2004). *Evaluation: A Systematic Approach* (7th ed.) London: Sage Publication.

Scoones, I and Wolmer, W (2006). *Livestock, diseases, trade and markets*: policy choices for the livestock sector in Africa. IDS working paper 269. uK.

Schneiberg, M. & Soule,S.A. (2005). *Institutionalization as a contested, multilevel process.* In Davis, Gerald F., McAdam, Doug, Scott, W. Richard and Zald, Mayer N. (Eds.).Social movements and organization theory (p122-60). Melbourne: Cambridge University Press.

Tafara, Ababa Chanas (2013), *Factors Influencing Sustainability of Rural Community Based Water Projects* in MtitoKibwezi Sub-County, Kenya.

The World Bank (2012a). Mucus J, M. Katui K, and Mungai W. Kenya *Community Driven Development*. Nairobi. Kenya.

Tucson, AR. Tembo, F. (2010).*Participation, Negotiation and Poverty*. *Encountering the Power of Images*. England. Ashgate.

Tango International. (2009*). Sustainability of rural development projects Best practices and lessons learned by IFAD in Asia* (pp. 65). Retrieved from http://www.ifad.org/operations/projects/regions/pi/paper/8.pdf.

Temali, M. (2012). *The community economic development: strategies and tools to revitalize neighborhood.* Nashville: Fieldstone Alliance.

UNDP. (2012). *Results- Oriented Monitoring and Evaluation*: *A Handbook for Program Managers.*

USAID (2010). *2009 NGO sustainability index for Sub Saharan Africa* (1st. ed). Available fromhttp://www.icnl.org/research/resources/regional/NGOSIAfrica2009.pdf.

Wickham, P. A., & Wickham, L. (2008). *Management Consulting: Delivering an Effective Project.* Financial Times/Prentice Hall.

APPENDIX

APPENDIX 1: LETTER OF INTRODUCTION

April 2018

To

The respondents

Gursum District

Dear Respondent,

My name is **Abdulahi Abdurahman Issa**, a student at the University of Nairobi pursuing a master degree in (project planning), as part of the requirement of the programme, I am writing a research paper on the factors influencing the sustainability of donor funded Development projects in Ethiopia and issues related to project sustainability with reference to USAID funded and implemented by ACPA Non-Profit Organization camel milk value chain development project in Gursum district of Ethiopia. I would like to talk to you about the subject topic.

Your responses will be treated with utmost confidentiality. The findings will be used strictly for accomplishing academic goals. Please note that there is no right or wrong answer.

Your honest response will be highly appreciated

Yours sincerely,

Signature ……

(ABDULAHI ABDURAHMAN ISSA)

APPENDIX II

QUESTIONNAIRE FOR PROJECT BENEFICIARIES IN GURSUM DISTRICT

This questionnaire is designed to gather information on factors influencing the sustainability donor funded development project in Gursum district. A case of camel milk value chain development project in Gursum district Funded by USAID. The questionnaire contains six sections A, B, C, D, E, F.

Instructions

Please tick in the relevant brackets and fill in the blank spaces

SECTION A : Demographic information

1. What is your gender? Please tick one
   Male ( ) Female ( )

2. Please tick your age bracket in years
   18-25 ( ) 26-35 ( ) 36-45 ( ) 46-55 ( ) Above 55 ( )

3. What is your level of Education?
   Zero class ( ) Primary ( ) Secondary ( ) Diploma ( )

   Any other (Specify)…….

4. Which is your employment Status?
   Employed ( ) Unemployed ( ) Self-employed ( ) Retired ( )

5. Are you a resident of the area?
   Yes ( ) No ( )

6. For how long have you been a residents of the area?
   Less than 5 yrs 5-10yrs 10-20yrs 30 yrs and above yrs

7. What is the main economic activity in this area?

SECTION B: Sustainability of Donor funded Development Projects

8. This section contains items on the **Sustainability of Donor funded Development Projects.** Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

	Population characteristics	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
		5	**4**	**3**	**2**	**1**
8.1	Project beneficiaries gained enough Training					
8.2	The knowledge acquired directly related to the project objectives					
8.3	The extent of behavior change is positively high					
8.4	Practicing of behavior change is welcomed by the community					
8.5	The quality of milk production is highly improved					
8.6	The quantity of milk production is incrementally increased					
8.7	Communities areal ways involved in decision Making processes concerning their projects					
8.8	Communities are involved in the process of needs assessment					
8.9	The project has the potential to survive after the Funding period has ended.					
8.10	The project has received local support that guarantee continuation					
	TOTAL SCORES					

SECTION C: Community participation

9. This section contains items on **Community participation in Donor funded Development Projects.** Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

	Population characteristics	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
		5	**4**	**3**	**2**	**1**
9.1	The local community is actively participated in beneficiary selection					
9.2	The local community is who actually decides the project location					
9.3	The local community is actively involved in beneficiary needs assessment					
9.4	Community is considered as a key stakeholder					
9.5	Local community were actively involved in decision making and identification of the project					
9.6	Priority needs are prioritized by community members					
9.7	Major decision making on project involves the community					
9.8	Community members are involved in co-funding of the project					
9.9	Community members participate in review of project plans					
9.10	Community members participate in evaluation of overall project implementation process					
	TOTAL SCORES					

SECTION D: Community capacity

10. This section contains items on **Community capacity and Sustainability of Donor funded Development Projects** Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

	Population characteristics	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
		5	**4**	**3**	**2**	**1**
10.1	Local community were well educated and trained to be achieved ownership of the project when implementation agencies pull out					
10.2	The type of education the community receives is formal					
10.3	Farmers households have attained a good level of education to understand extension information					
10.4	The community were trained in modern technology to help to curb poor management and accountability of the project when implementation agencies pull out					
10.5	The community possess the right skills and knowledge					
10.6	The community is ready to adopt new technology					
10.7	There is a room for continues improvement in the skills and knowledge by the community					
10.8	Community leaders support local networking for project improvement					
10.9	The level of networking among the local community is strong					
10.10	The networking system among the community is systematic					
	TOTAL SCORES					

SECTION E: Monitoring and Evaluation Practices

11. This section contains items on **Monitoring and Evaluation Practices and Sustainability of Donor funded Development Projects** Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

	Population characteristics	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
		5	**4**	**3**	**2**	**1**
11.1	The M&E tools and methods used are systematic					
11.2	There is effective monitoring and evaluation systems put in place by the managements					
11.3	The management always makes regular visit to project sites by experts in M &E					
11.4	We monitor all our project inputs and outputs from time to time					
11.5	The work we do is always of high quality					
11.6	The M&E experts are well qualified					
11.7	We make project adjustments arising from Monitoring recommendations					
11.8	M&E practice is routine					
11.9	Community members participate in M&E activities					
11.10	There is good feedback to the community about M&E results					
	TOTAL SCORES					

SECTION F: Project leadership and Sustainability of Donor funded Development Projects

12. This section contains items on **Project leadership and Sustainability of Donor funded Development Projects** Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

	Population characteristics	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
		5	**4**	**3**	**2**	**1**
12.1	The Management team were highly competent,					
12.2	The project leadership had good relationship with the community					
12.3	Leaders are fully committed to the project					
12.4	The leadership of the project allows for participative decision Making					
12.5	Project leaders are sensitive to the welfare of the project staff					
12.6	Project leaders are keen to build synergy among teams					
12.7	Project leaders solve conflicts in a constructive manner					
12.8	Project leaders support project staff					
12.9	Project leaders carry the vision of the project					
12.10	Project Leaders motivate project staff to perform better					
	TOTAL SCORES					

APPENDIX III

STRUCTURED INTERVIEW FOR THE PROJECT OFFICERS

General Information

1) What is your current position?
2) Kindly describe your working area and responsibility/What size of population does your office serve?
3) For how long have you been working in this area in that capacity?

Specific Information

4) What kind of sustainability plan do you have set?
5) In which ways have you been involving local community in the activities related to the project?
6) What challenges have you been facing in your attempt of involving the local community into the project activities?
7) Do you have any sources of fund to maintain the projects once the donor withdrew their services? If yes what are those sources?
8) Do you get any assistance from the government in running the project? If yes what are those support?
9) Does local community have the knowledge and skills to run the project once the donor withdrew their services? If no how do you ensures that they enquire those skills?
10) How often do your team visit the project site to monitor the progress of the project?