



Association between Factors Affecting Sustainability and Sustainability of Donor-Funded Projects: A case of MAPEC organization in Missenyi District, Tanzania

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ABSTRACT

Neglecting the factors affecting sustainability at design of donor funded projects has a perpetual influence on sustainability. It has been a challenge in most of donor funded projects in Tanzania. Similarly, in Missenyi District where it is the most beneficial recipients of donor-funded projects in Kagera region, but there were contentions that donor funded projects received with good intention ended up being unsustainable. Therefore, the study intended to determine the association between factors affecting sustainability and the extent of sustainability of Pamoja Tuwalee Project. A cross-sectional research design was employed, and a questionnaire was administered to 120 respondents to collect data. The Descriptive Statistics and Content analyses were used to analyse the data. The results show that none of the four factors that affecting sustainability was significantly associated with sustainability of Pamoja Tuwalee Project because the overall extent of sustainability was low (41.9%) below 50%. Moreover, the strength of association between the four factors and extent of sustainability was moderate (Phi = 0.11 to 0.30 (Healey, 2013). Community involvement is the factor that was most associated with sustainability ($\chi^2 = 2.363$) with a moderate strength of association (Phi = 0.141). It was followed by household diversification ($\chi^2 = 2.260$; Phi = 0.137), and training project beneficiaries ($\chi^2 = 2.119$; Phi = 0.133). Meanwhile, Involvement of project beneficiaries in decision making was poorly associated with sustainability. It was the factor with the lowest strength of association unlike the other three factors ($\chi^2 = 1.890$) with a moderate strength of association (Phi = 0.112). It concludes that none of the four factors was significantly associated because of the low overall extent of sustainability of Pamoja Tuwalee Project. Therefore, it is recommended that all stakeholders should critically consider factors affecting sustainability at project design through implementation to sustain significance association and strong strength association between factors affecting sustainability and project sustainability.

Key words: Sustainability; donor funded project; factors of sustainability

1.0 INTRODUCTION

The donor funded projects are core interventions for solving problems of the destitute communities in developing countries by enhancing their well being. With this in mind, globally, donor funded projects were/are formulated and carried out with different purposes for addressing various challenges through public health, agriculture, education, social and community development, and infrastructural development aiming at improving living standard of marginalized people for sustainable development (Gregory *et al.* 2019; Htun *et al.* 2021). The donor funded projects work to provide solutions and hope to destitute communities particularly in rural areas where majority of population in developing countries dwells (Oino, 2015). Most of the donor funded projects are meant to be sustainable, with implication of delivering positive impacts beyond the funding support. However, the sustainability of these projects has been a major issue.

Consequently, the issue of unsustainability has been revealed in various projects implemented in most developing countries as reported by various researchers in development reports. For instance, a survey by McKinsey-Devex revealed that 64% of donor funded projects were not sustained in Africa (Hekala, 2012). And more than 50% of the World Bank's various projects were not sustainable in Africa of which the impact of most donor funded projects in Africa were not felt due to negative effects of factors affecting sustainability on projects (Hekala, 2012). The studies show that most of the donor funded projects being implemented in various communities in developing countries fail to extend their benefits or core activities for a longer period of time after exit of donors (Lungo *et al.* 2017; Mpozi, 2017; Okereke, 2017; Mayeka, 2018; Gregory *et al.* 2019). Many donor funded projects at the ground level face challenges of sustainability often associated with poor consideration of factors affecting sustainability of donor funded projects (Okereke, 2017).

Project sustainability is dependent on the factors affecting sustainability that to be considered during designing of a project in the target communities. The scholars revealed that failure of project sustainability is associated with poor consideration of factors affecting sustainability which cause negative effects to sustainability of a project (Gachui, 2017). Failure of donor funded projects to sustain their sustainability is associated with different factors. Among of them including; political regime transition (Nigenda *et al.* 2015); lack of community participation (Bolin *et al.* 2022); Community not owning projects (Kobedi *et al.* 2022) and; low community technical capacity, projects technical and innovation capacities and community technological competencies (Juaidi *et al.* 2022). Other factors affecting sustainability ranging from human values, attitudes and behaviours to social, economic and political factors such as availability of reliable project financing, management skills, government policy and community training have been highlighted by researchers that are associated with the project sustainability in most communities (Leiserowitz *et al.* 2006; Parkolwa, 2016).

Likewise, in Tanzania and other countries, the issue of project unsustainability has also been reported. For instance, Igwe *et al.* (2018); Lungo *et al.* (2017); Kayaga (2015) highlighted various factors related to community

empowerment and involvement being associated with project unsustainability. Most donor funded projects' sustainability in Kagera region were associated with factors affecting sustainability and those projects ended unsustainable. For instance Missenyi AIDS Poverty Eradication Crusade (MAPEC) reports from 2010-19 show that about 78% of phased out projects were not sustainable. Therefore, the study on which this research is based, aimed at determination of association between factors affecting sustainability and sustainability of Pamoja Tuwalee Project under MAPEC. Pamoja Tuwalee Project phased out in 2016 after its four years of implementation. From the phasing time of the project to the time of doing this research the 5 years interval was reasonable to measure its sustainability through its 19 indicators of sustainability set by MAPEC Office and determine association between factors affecting sustainability and sustainability of Pamoja Tuwalee Project.

1.2 Theoretical Framework

Community Participation theory by David Wilcox (1994)

The study applied community participation theory to explain association between the factors affecting sustainability and sustainability of community based projects through its levels of participation in project development. The essence of this theory is to involve people intended for a particular development through its levels of participation, believed that it is essential to achieve intended ultimate goal of a project hence project sustainability. Therefore, the theory explain that without community participation it is difficult to determine the significance association and strength association of community involvement, project beneficiaries in decision making, training to project beneficiaries and household diversification to the project development. It is because when community participation is poor means there are few people who might receive training and being involved in decision making of the project development. This study was built from community participation theory which focused on determining the association between community involvement, involvement of beneficiaries in decision making, training project beneficiaries and household diversification and sustainability of Pamoja Tuwalee Project. From this theory therefore, it assumes that increase in active community participation in project life cycle leads to increase community involvement of which majority of project beneficiaries will receive training and increase involvement of project beneficiaries in decision making. Then, this will increase number of community who are skilled and empowered to carry out the project for sustainability. Mrangu, (2018) argued that participatory theory encourages mutual involvement of all stakeholders, especially the use of local communities 'decision making and capacities to guide and define the nature of an intervention.

2.0 METHODOLOGY

2.1 Description of the Study

The study was carried out in Missenyi District, Tanzania. The district is one among the eight districts of Kagera Region in Tanzania. The district is bordered to the North by Uganda, to the East by Bukoba Rural District, to the South by Karagwe and to the West by Kyerwa District. Missenyi District has a population of 202,632 people (Census, 2012). The district's economy depends on agriculture, livestock, industry, commerce and fishing.

Missenyi District was selected because it is one of the districts most endowed with donor funded projects in the Region. The study area in Missenyi District is shown in Fig.1.

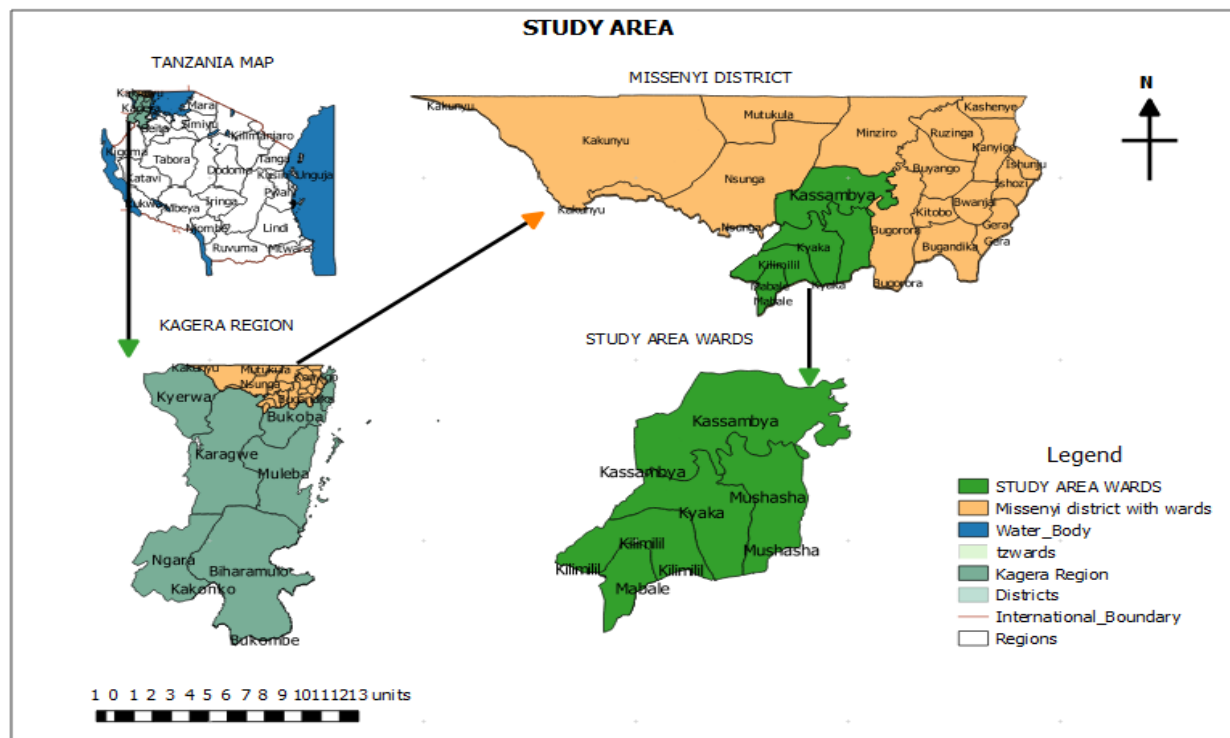


Figure 1: Missenyi District Map

2.2 Research Design

The study employed a cross-sectional research design which, according to Creswell (2014), allows data to be collected from multiple cases at one point in time. In this case both qualitative and quantitative data were collected from personal interviews, key informant, focus group discussion, and desk review of information.

2.3 Data Source and Instrument of Data Collection

The population for the study was Pamoja Tuwalee Project beneficiaries which was 2489, males (1205) and females (1284) from five wards which were Kassambya, Kyaka, Mushasha, Kilimilile and Mabale. The unit of analysis was project beneficiary/respondent.

Multistage sampling method was used which involved six stages. In the first stage Missenyi District was purposively selected because it was endowed with donor funded projects in Kagera Region. In the second stage, MAPEC was purposively selected because it is the organization which had numerous donor funded projects in Missenyi District. In the third stage, Pamoja Tuwalee Project under MAPEC was purposively selected because of its nature (HIV/AIDS project) and had a reasonable period of time to measure sustainability. In the fourth stage; five wards namely: Kassambya, Kyaka, Mabale, Mushasha and Kilimilile; were randomly selected from

20 wards of Missenyi District. In the fifth stage, all villages were purposively selected because they were all covered by Pamoja Tuwalee Project and had project beneficiaries. In the sixth stage, respondents from each village were randomly selected by using simple random sampling technique through Microsoft Excel whereby random numbers were generated using the command “=RAND() ENTER”. By that command, a random number was generated. That command was spread in many cells of Microsoft Excel to get many random numbers. Lastly, members of the sampling frame whose serial numbers corresponded with the random numbers generated in Microsoft Excel were selected and requested to appear for interview. The number of respondents interviewed was 120 from 14 villages in five wards which is scientifically supported by Bailey, (1998) who recommends that a minimum of 30 respondents is enough to conclude a statistical inference for a study in which statistical data analysis is to be done.

2.4 Sampling procedures and Sample Size

For the study, primary sources were the main sources of data. The data were collected from project beneficiaries through a questionnaire-based survey, key informant interviews and focus group discussions. Enumerators were recruited to collect primary data from selected respondents using copies of the questionnaire. The questionnaire was translated from English into Kiswahili for easy administration. Key informant interviews were held with 3 key informants, using a checklist. The researcher also conducted focus group discussion (FGDs) in 5 wards, namely Kassambya, Kyaka, Mushasha, Mabale and Kilimilile Wards in which each FGD constituted 6-8 participants. Desk review of information was used to review literature to complement the primary data.

2.5 Data Analysis, Tools, and Techniques

Data collected through the questionnaire were summarized, coded and analysed using Statistical Package for Social Sciences (SPSS) computer software. The quantitative data were analysed by computing descriptive statistics. Qualitative data were analysed through content analysis whereby views of the respondents on how association between factors affecting sustainability and sustainability of Pamoja Tuwalee Project were coded and compared and contrasted with information that was obtained using the questionnaire. The results are presented in tables to display the findings to simplify understanding.

2.6 Establishing extent of sustainability of Pamoja Tuwalee Project

Descriptive statistics were computed to examine extents of the sustainability of Pamoja Tuwalee Project with respect to: community involvement, involvement of project beneficiaries in decision making, training project beneficiaries, and household diversification. These factors were identified through literature review, key informant interviews and focus group discussions. The sustainability indicators of Pamoja Tuwalee Project as shown in Table 2, were used to measure extent of the factors affecting sustainability and the overall sustainability

of the project based on all the factors. For all the factors there were 19 statements to each of which one would score a minimum of 1 point and a maximum of 5 points. The possible maximum score on the scale was 95, i.e. 5 points times 19 statements. Then, the overall scores were expressed as percent over 95 as extent of sustainability.

2.7 Determination of association between factors affecting sustainability and extent of sustainability of Pamoja Tuwalee Project

Inferential statistics through bivariate analysis was used to determine significance of association and strength of association. The significance of association was measured by Chi- square (χ^2) and if p-value was less than 0.05, there was significant association. The strength of association between factors affecting sustainability and sustainability of Pamoja Tuwalee Project was measured by Phi statistics, whereby 0.00 to 0.10 is weak association; 0.11 to 0.30 is moderate association and 0.30 and above is strong association (Healey, 2013).

3.0 RESULTS AND DISCUSSION

The socio - demographic data in Table 1 revealed that young and middle-aged respondent were the majority and are considered productive and active group for project implementation and performance (Nwokocha *et al.* 2017). Women were slightly more than men, indicates that women are more considered as committed primary care givers than men (Asuquo *et al.* 2020). The majority (80%) were married with formal education, indicates that people being in marriage have a possibility of being committed (Anaman *et al.* 2021). The study revealed that the project designers considered involvement of active groups at the designing process of a project.

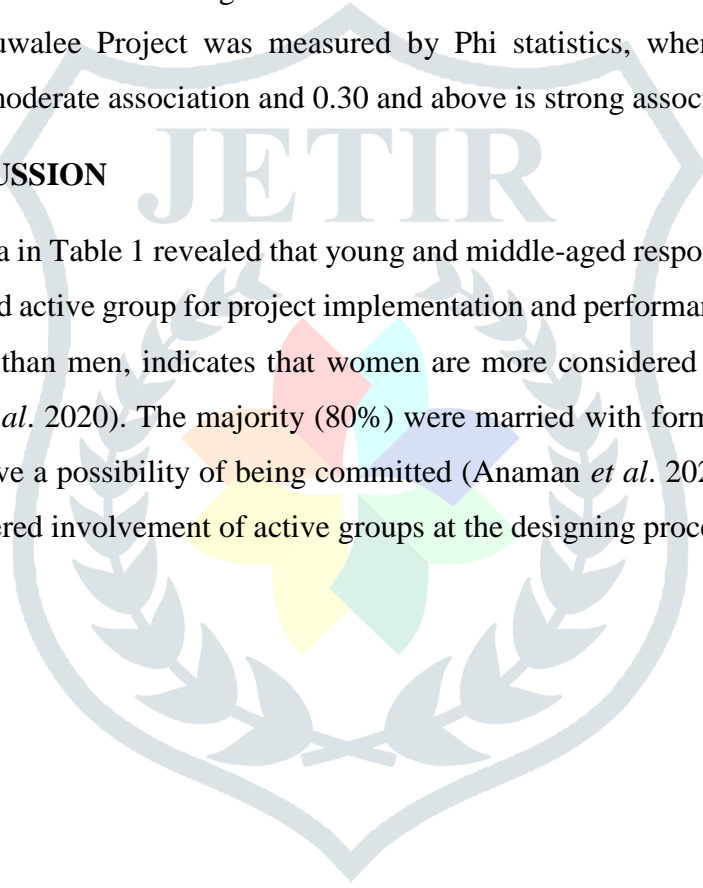


Table 1: Distribution of respondents by their socio - demographic characteristics (n=120)

Name of variable	Frequency	Per cent
Age category		
Young age (18-35 years)	58	48.3
Middle aged adults (36-55 years)	58	48.3
Old age (56-75 years)	4	3.3
Sex		
Male	59	49.2
Female	61	50.8
Household size category		
Small Household (size (1 to 6)	76	63.3
Large Household size (7 to 12)	44	36.7
Education level		
Non-formal education	15	12.5
Primary education	46	38.3
Secondary Education	48	40.0
Certificates	8	6.7
Diploma	3	2.5
Marital status		
Single	18	15.0
Married	96	80.0
Divorced	2	1.7
Widow	4	3.3
Occupation		
Subsistence farmers	82	68.3
Small Business	26	21.7
Fishing	4	3.3
Employed	8	6.7

Source: Survey data

A 95-point index scale was used to examine the extent to which nineteen indicators (statements) of sustainability which were used to construct the index scale were regarded by the respondents to affect the sustainability of Pamoja Tuwalee Project. The scale had 19 statements to each of which one would score a minimum of 1 point and a maximum of 5 points as shown in Table 2. Therefore, on the overall scale, one would score a minimum of

19 points, i.e. 1 times 19 equals 19 points and a maximum of 95 points, i.e. 5 times 19 equals 95 points. The points scored on the scale were then expressed as per cents of 95 to determine the extent of sustainability of the project.

Table 2: Indicators of sustainability of Pamoja Tuwalee Project

S/N	Sustainability indicators of Pamoja Tuwalee Project	Level				
		1	2	3	4	5
WHETHER COMMUNITY INVOLVEMENT AFFECTED SUSTAINABILITY OF TUWALEE PROJECT						
1.	Community involvement in need assessment					
2.	Community involvement in planning					
3.	Community involvement in implementation					
4.	Community involvement in monitoring visits					
5.	Community involvement continue with implementation of project activities after donor exit					
WHETHER INVOLVEMENT OF PROJECT BENEFICIARIES IN DECISION MAKING AFFECTED SUSTAINABILITY PAMOJA TUWALEE PROJECT						
6.	Community involvement in decision making during need assessment					
7.	Community involvement in decision making during planning					
8.	Community involvement in adjusting a project					
9.	Project beneficiaries' ideas considered to make decisions in the Project					
WHETHER TRAINING BENEFICIARIES AFFECTED SUSTAINABILITY OF PAMOJA TUWALEE PROJECT						
10.	Project beneficiaries trained as trainers of trainees					
11.	Project beneficiaries were trained to mobilize local communities to use locally available resources					
12.	Project beneficiaries were trained with skill to outsource fund					
13.	Project beneficiaries were trained to implement project activities					
14.	Beneficiaries were trained to monitor and evaluate project activities					
WHETHER HOUSHOLD DIVERSIFICATION AFFECTEDSUSTAINABILITY OF PAMOJA TUWALEE PROJECT						
15.	All household members benefit from local groups					
16.	Beneficiaries benefit family to family support					
17.	All households receive birth certificate for MVC					
18.	All households receive Health insurance cards for MVC					
19.	Continue of campaign to support MVC					

Source: Survey data

The results in Table 3 show that the sustainability of Pamoja Tuwalee Project was low, the overall average of the points scored was 41.9%, less than 50%. The findings of this study are consistent with findings of previous

studies eg. By Ondiek, (2016); Ochunga, (2016); Hanachor *et al.* (2021) who found that the sustainability of the projects on which these studies were based was poor.

The findings are similar with those obtained from focus group discussions (FGDs) conducted from five FGDs across all five wards about the extent of sustainability of Pamoja Tuwalee Project:

“The donor funded projects have been phasing out leaving the community with less capacity to sustain the project activities because of several factors. The FGDs concluded that the sustainability of Pamoja Tuwalee Project as of its nature was highly affected by poor consideration of social factors such as community involvement, training, lack of allowance, household diversification, involvement in decision making, and dependency syndrome” (FGDs,13-23 January, 2021: Kassambya, Kyaka, Mushasha, Mabale, Kilimilile Ward)

Meanwhile the results are also supported by results obtained from key informants (KI), one of them argued as follows:

“The system of getting fund is a little bit too demanding which lag behind community members involvement during project design, only staff concentrate writing proposal in competition manner. The community come to know at implementation stage during identification of project beneficiaries. This make community members feel the project is not theirs so it reduces ownership of a project hence lead to poor sustainability of a project ” (KI, 14 December, 2020, Missenyi District Office)

“The project implemented its activities in working with other local partners and Government for more than three years supporting Most Vulnerable Children through indigenous groups which were initiated by the project. However, the continuity of project activities was not attained after exit of donors due to the fact that indigenous groups, which were the champions for project activities collapsed ” (KI, 16 December, 2020, ELCT, HUYAWA Office)

Table 3: Extent (per cent scores) of sustainability of Pamoja Tuwalee Project (n = 120)

Variable	Std				
	Mean (%)	Median	Deviation	Minimum	Maximum
Community involvement	51.5	52.0	9.773	24	76
Beneficiaries in decision making	38.8	38.5	8.526	25	70
Training to project beneficiaries	37.0	36.0	7.278	20	64
Household diversification	39.8	40.0	13.565	20	84
Overall score on the sustainability	39.825↑	39.500	4.111	29.00	49.00
Extent of sustainability	41.921↑	41.579	4.328	30.53	51.58

Values are in percentage

Source: Survey data

The factors affecting sustainability which were regarded to be associated with sustainability of Pamoja Tuwalee Project were cross tabulated with sustainability of Pamoja Tuwalee Project to measure the significance of association and strength of association, whereby Chi-square and Phi statistics were computed. The results in Table 4 show that none of the four factors that affecting sustainability was significantly associated with sustainability of Pamoja Tuwalee Project. This result is not surprising because the overall extent of sustainability was low (41.9%) below 50% . Moreover, the strength of association between the four factors and extent of sustainability was moderate (Phi = 0.11 to 0.30 (Healey, 2013). The results in Table 4 hold the community participation theory reality in this study as community involvement, involvement of beneficiaries indecision making, training project beneficiaries and household diversification had positive association with sustainability of Pamoja Tuwalee Project as explained in the theory.

Table 4: Factors associated with sustainability of Pamoja Tuwalee Project (n = 120)

Factors	Response	Sustainability				Significance of association		Strength of association	
		Lower		Higher		X ²	P-Value	Phi	P-value
		n	%	N	%				
Community involvement	No	51	58.6	36	41.4	2.363	0.386	0.141	0.387
	Yes	18	54.5	15	45.5				
Involvement of beneficiary decision making	No	58	59.8	39	40.2	1.890	0.351	0.112	0.297
	Yes	11	47.8	12	52.2				
Training project beneficiaries	No	53	61.6	33	38.4	2.116	0.158	0.133	0.146
	Yes	16	47.1	18	52.9				
Household diversification	No	22	68.8	10	31.2	2.260	0.149	0.137	0.133
	Yes	47	53.4	41	46.6				

Source: Survey data

Community involvement is the factor that was most associated with sustainability ($\chi^2 = 2.363$) with a moderate strength of association ($\Phi = 0.141$) as shown in Table 4. It was followed by household diversification ($\chi^2 = 2.260$; $\Phi = 0.137$), and training project beneficiaries ($\chi^2 = 2.119$; $\Phi = 0.133$). The findings of this study in Table 4 show that community involvement was the factor that had the highest association with sustainability of Pamoja Tuwalee Project. Meanwhile, Involvement of project beneficiaries in decision making was poorly associated with sustainability. It was the factor with the lowest strength of association unlike the other three factors ($\chi^2 = 1.890$) with a moderate strength of association ($\Phi = 0.112$).

The results are in line with results from Focus Group Discussions across five wards. Participants in FGDs agreed as follows:

“Only community representatives were informed about the start up of the project but not the whole community. However, the project beneficiaries were partially involved in the implementation of the project as meetings for project implementations were not conducted regularly. The entire community had partial information about the project” (FGDs, 13-23 January, 2021: Kassambya, Kyaka, Mushasha, Mabale, Kilimilile Ward).

The results are also supported by results obtained from key informants (KI), one of them argued as follows:

“Involvement of community in the project implementation was a bit challenging as community members demanded facilitation in terms of fare while it had not been budgeted for. However, project beneficiaries were involved in the project implementation, but not to the expected level of involvement because community members are involved themselves into several activities to cut their basic needs so they sometimes fail to attend project activities for voluntarily” (KI, 14 December, 2020, MAPEC Office)

The results of this study are somehow similar with findings by Kuria *et al.* (2016), Bakari *et al.* (2017), Muniu *et al.* (2018) and Magassouba *et al.* (2019) who found that poor sustainability of community based projects is associated with low consideration of the factors affecting sustainability of projects. It implies that neglecting the community of which a project is based from project set up through end of the project leads to lacking indigenous inputs from the local community which has negative influence on the sustainability of the project.

4.0 CONCLUSION AND RECOMMENDATION

The factors affecting sustainability had positive association with sustainability of Pamoja Tuwalee Project with moderate strength of association. Therefore, the study concludes that none of the four factors was significantly associated with sustainability of Pamoja Tuwalee Project because of the low overall extent of sustainability of

Pamoja Tuwalee Project. Therefore, the factors affecting sustainability should be positively considered in project design for significantly influencing sustainability of donor funded projects.

Based on the findings the following recommendations are suggested for the future projects designers to consider factors affecting sustainability on sustainability of donor funded projects.

- i. This study recommends that project implementing agencies together with other stakeholders should critically consider all factors affecting sustainability during all stages of the project.
- ii. Project implementing agencies, together with other stakeholders, should establish indigenous approaches of considering factors associated with sustainability of projects.

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