

**FACTORS INFLUENCING SUSTAINABILITY OF DONOR FUNDED
PROJECTS FOR YOUTH GROUPS IN TANZANIA:
THE CASE OF PAYED PROJECT**

**BY
YASIN SWAHIB**

**A Dissertation submitted in partial fulfillment of the Requirement for the
Degree of Master of Business Administration in Corporate management (MBA-
CM) of Mzumbe University**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “***Factor Influencing Sustainability for Donor Funded Projects to Youth Groups in Tanzania: the Case PAYED Project***” in partial fulfilment of the requirements for the award of the degree of Masters of Business Administration in Corporate Management (MBA-CM) of the Mzumbe University.

Major Supervisor

Internal Examiner

External Examiner

Accepted for Mzumbe University, Dar Es Salaam Campus College

CHAIRPERSON, DAR ES SALAAM CAMPUS COLLEGE BOARD

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DEDICATION

This dissertation is dedicated to my beloved family

LIST OF ABBREVIATION AND ACRONYMS

AYF	Africa youth foundation
CDF	Constituency Development Fund
ESPP	Expanding Social Protection Programme
FSDT	Financial Sector Deepening Trust
GDP	Gross Domestic Products
HIV	Human Immune Virus
ILO	International Labor Organization
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PAYED	Pan African Youth Entrepreneur Development
SCG	Senior Citizens Grant
TYVA	Tanzania Youth Vision Association
UN	United Nation
URT	United Republic of Tanzania
VFSG	Vulnerable Family Support Grant
WCED	World Commission on Environment and Development
YOP	Youth Opportunities Program

ABSTRACT

The general objective of the study was to assess the factors influencing the sustainability of donor-funded projects for youth groups in Tanzania. The Case of Pan African Youth Enterprises Development (PAYED). The study is guided by three objectives which were assessing the influence of stakeholders' involvement in the sustainability of PAYED program, evaluating the influence of level of funding in the sustainability of PAYED program, and the influencing of monitoring and evaluation in the sustainability of PAYED program.

The study adopted a case study design. The study's population was from PAYED project beneficiaries and employees. A sample of 166 was recruited through the use of simple random techniques. Data was collected through the use of questionnaires and interviews.

Several factors influence the sustainability of donor-funded projects such as involvement of key stakeholders, such as top-bottom involvement, interactive participation, and function participation that lead to sustainability of the project. Moreover, the level of funding of the project is among the key factors that influence the sustainability of PAYED project hence there has been a steady flow of funds from donors, a high rate of funding to beneficiaries, and there have been fair conditions on funding of the project from donors.

Lastly, it has been found that there have monitoring and evaluation of the projects so to have project sustainability through the implementation of remedial measures to ensure project sustainability. Also, funds are always distributed accordingly and information is collected for the evaluation process of the project. Project managers together with the project management team should come up with other monitoring and evaluation methods and strategies of decision making to avoid bias problems. This study also recommends that strategies of evaluating sustainability of projects should be effective by looking on the intended goals of the projects

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CHAPTER ONE

INTRODUCTION OR PROBLEM SETTING

1.1 Introduction

This chapter is divided into sub sections which include the background of the study, statement of the problem, objectives of the study, research question, and scope of the study and justification of the study.

1.2 Background of the study

In any project, it is expected that beneficiaries are essential. It is argued that they are the owners of the said project (Fadul, 2013). As such, it is also expected that they will be involved in the project in the aspect of decision making. From this background the cooperation between project runners and the beneficiaries is important for the development of the project.

Globally there are number of funded projects either government funded or privately funded. There are number of factors which influence sustainability of projects. Such as stakeholder's involvement and participation, funding as well as monitoring and evaluation of the projects (Narayanasamy, 2019).

In the United States of America(USA) there are number of youth funded projects, which have the core aim of helping youth both women and female. In USA a number of projects have experienced high sustainability thus the projects do survive even after donors have left. One of the factors that influence of sustainability of projects in USA is high involvement of stakeholders, steady flow of fund as well as monitoring and evaluation of the projects (Sakala, 2017).

Moreover, in the United Kingdom (UK), there are a number of funded projects such as the well known youth project called TMZ project. Most of the projects in the UK have experienced high sustainability. Most of the projected have survived even after the donors have seized funding. There are number of factors which have facilitated

high project sustainability such as high participation of the project stakeholders (Mujungu, 2015).

Also, China has experienced a number of projects which are funded by either the government or private. Among projects which have high survival even after donors move away are women funded projects. Such projects have highly experienced sustainability due to the high involvement of the stakeholders who are women, high commitment of project leads as well as high development experienced among members during inception of the projects.

However, Africa is also among the places where funded projects have been experienced. Africa has high a number of projects due to the fact that it has extreme poverty such projects are water funded projects, road construction projects as well as women and youth projects. However, most of projects in African context do fail thus do not experience sustainability due to lack of commitment among leaders' projects, as well as high corruption.

Tanzania has also a number of projects funded by donor from out of the country, such projects are commonly developmental projects, women based projects as well as youth based projects.

Youth to any country are important for the country development especially in building a competitive economy. Youth are considered as difficult market to serve in perspective of loans and grants facilities, as many lack sufficient identity cards for "know-your-customer" (KYC) requirements, low levels of economic engagement and as such an unclear return of investment for most providers (Finscope Tanzania, 2020). Youth group is affected by the formal and informal sector financial challenges in relation with their rapid growth rate. Working with youth in economic development has huge impact on economic improvement as youth comprise a large percentage of the population (Planning Commission, 2017).

The problem of unemployment has not yet been solved as we see large group of youth are unemployed despite of having requisite education and skills required for the intended jobs. This makes the youth to turn the other side of opportunities where they can employ themselves. Self-employment is best solution of the population of unemployed youth but lack of capital hinders such initiatives. The youth needs to get some capital from external sources to enable them establish small and medium businesses (Haynes & Merttens, 2017).

Grant is very important in social economic development, especially in developing country like Tanzania, being among the top aid recipients amongst African Countries. United States is the top donor followed by United Kingdom, Denmark, Japan, Canada, Sweden, Norway and other countries as bilateral donors (URT, 2016). World Bank (WB), African and other Organization are among the Important Multilateral donors to Tanzania (ILO, 2018) where Tanzania started to receive grant soon after its independence (Kimando, 2012).

The grant worth \$750,000 from United States of America under USAID was provided to Tanzania youth from rural areas in particular for employment creation (USAID, 2019). Under Feed Future Tanzania Advancing Youth Program (FFTAYP) which aims to empower youth between the age of 15 to 29 with providing them with skill, knowledge and resource in order to succeed in entrepreneurship especially in rural area. These programmes lead to more than 33,000 youth being trained and more than 2,800 small and medium enterprises to be established.

In 2018 Tanzania received Tsh 13.6 billion from the World Bank as the grant to improve youth skill, the grant was supposed to be used among the university graduate and more than 800,000 youth will benefit from the grant for the period of five years (Lamtey, 2018). The aim of such funds is to equip youth with skills, knowledge and capital for their potential businesses. Youth to youth entrepreneurship facility was funded by Danish government and was the program implemented in East Africa to

benefit more than 30 local youth organisations with 1,500 individuals in total benefited directly by the program (Mkuchu et al., 2015).

Pan Africa Youth Entrepreneurship Development (PAYED) is grant program base on Dar es Salaam Tanzania, in Ubungo and Ilala district, in 2018. The program is funded by CITI Bank of America their aim is to train their beneficiary especially the shop owners of retail, wholesale and youth unemployed. The program beneficiaries are youth aged between 18 and 35 and is a three phased project where phase one include mobilization and recruitment where different recruitment methods are used to recruit the beneficiaries. Second phase deals with training the beneficiaries with different skill like record keeping the phase three it based on monitoring and evaluation of the ongoing activities (aftercare phase).

The population of Tanzania expected to be doubled in the next 25 to 30 years, so the government need to undergo the deliberate efforts in collaboration with private sector and the community at large to ensure the energy, talent and optimism of todays and future youth are taped and used foe countries sustainable development (USAID, 2019). Therefore, this study intends to assess the factors influencing sustainability of youth funded projects in Tanzania. A case of PAYED.

1.3 Statement of problem Informal sector is a part of economy which is outside the government regulatory oversights and include large group of youth working for themselves or working for others for payment. Many youth work for others with the intention to secure their capital to establish their own businesses. This mission has high failure rate, due to the fact most of the incomes obtained from their employment is so low, for their personal upkeep leaving aside saving for investments. Grants are among the sources of capital which may come to the rescue of this group in the society. Since the main objective of grant is to improve the welfare of people, its effectiveness is vital for the attainment of the set objective (Mlage, 2014).

The population growth of Tanzania is growing at 2.7 percent per annum which is more than twice the global average which is 1.2 percent per annum and above the average of Africa of 2.5 percent per annum (URT, 2016). This makes the growth of youth group to be very rapidly, as a result, this necessitates the evaluation of the effectiveness of grant to youth beneficiary. Many developed countries and organizations allocate grant to ensure they change life of their beneficiaries despite not being sure on whether the grants yield the required results (Lelegwe, 2015)..

Despite of donor injecting funds in different youth project, it is very few which survive at least five years. This brings about the lack of effectiveness of the project to the intended users and poor utilization of resources by the donor (Kuria and Wanyoike, 2016). A study by Mohy (2014) on the sustainability of projects in Tanzania. Like many other developing countries, the private sector in Tanzania has also implemented innumerable donor-funded projects, particularly during the last decade (Kavenuke, 2016). However, every time a project concludes the concerns on its effective implementation, corruption, mismanagement and sustainability are raised in the media. This is repeated by the same story for the next project without drawing lessons from the previous exercise. (Kavenuke, 2016).

The aim of this study was to evaluate the factor affecting the sustainability of donor funded projects relating to youth in Tanzania.

1.4. General objective

The general objective of the study was to assess the factors influencing the sustainability of donor funded projects for youth groups in Tanzania, the Case of PAYED

1.4.1 Specific objectives

- i. To assess the influence of stakeholders' involvement in sustainability of PAYED program.
- ii. To evaluate the influence of funding in sustainability of PAYED program.

- iii. To assess the influence of monitoring and evaluation in sustainability of PAYED program.

1.5 Research Questions

- i. What is the influence of stakeholders' involvement in sustainability of PAYED program?
- ii. What is the influence of level of funding in sustainability of PAYED program?
- iii. What the influence of monitoring and evaluation in sustainability of PAYED program?

1.6 Scope of the study

The research was conducted in Ilala and Ubungo Districts within Dar es Salaam region. The researcher selected the district due to the fact that PAYED project is conducted in the two districts.

The study involved the two groups which are benefiting from grants and other funding sources which are *Vijana Ni Taifa group and Tuweze wote Group* .

This study focused on the factors affecting effectiveness of grants given to youth in Tanzania, with PAYED program being the area of study. The grant sustainability has many variables of study depending on the perspective of the researcher. This study was guided by the extent of which the grants are successful, sustainable, and the factors influencing the achievement of program sustainability.

1.6 Significance of the study

The study findings policy marketing policy, development partners and key decision makers; will be provided with the knowledge on the factor influencing youth and activities pursued through grant programs

The knowledge is used in formulation of better grant policies, supervisory tools and funding restrictions to enhance the objectives predetermined. The research will help the grant recipients and grants donors to assess the economic environment to be set before the grants are released. This helps the organizations in developing sustainable strategies on how the received funds to be efficiently used.

The research findings add information in the board of knowledge where other researchers will use the literature to conduct their researches with the applied design or other designs depending with the nature of the research. The research will also be used as the fulfillment of the Universities requirement to researcher's award of master's degree.

1.7 Limitations of the Study

According to Kiola (2012), Limitations are impacts that the researcher can't control. They are the deficiencies, conditions or impacts that can't be controlled by the specialist that place confinements on approach and conclusions. Any restrictions that may impact the outcomes ought to be specified. In any study, limitations are inevitable, but most importantly the researcher will successfully handle such limitations in order to achieve the objectives of the study. The following may be limitations that the researcher may encounter in the study;

Being a case study, more time is needed in order to study the entire unit in details so as to grasp required data. Time provided was not enough due to fact that a researcher has also to attend other daily activities as per institution schedule. Some of the information needed by this research had negative implications to the respective firm. There was the possibility of some respondents not to provide support in terms of providing necessary data.

1.8 Delimitation of the Study

According to Libyela (2013) argues that delimitations are those qualities that farthest point the degree and characterize the limits of an exploration consider. The delimitations are in the specialist's control. Delimiting factors incorporate the selection of targets, the examination questions, factors of intrigue, hypothetical points of view that you received.

Furthermore delimitation of the study is how the researcher will tackle and handle the limitation of the study. In tackling time limitations in this study, schedule of research activities was prepared, with the strictly observation of this timetable in order to accomplish the required research on time.

Also in handling data limitations the researcher explained the importance of doing this study in their bank not for destroying the entire bank reputation but to improve execution of the firm's tasks.

1.9 Organizational Of the Report

This research dissertation has five chapters, chapter one contains the general introductory part of the study; it contains the background information of the study, statement of the problem, research objective, research questions, and significance of the study. The chapter shows the evolution of project sustainability in different parts of the globally, such as well as if different parts of Africa as well. Also the chapter shows that the literature gap as well as the practical gap. Generally, the study shows the general introduction of the study, thus showing what amplified the study to be carried out.

The second chapter contains a review of literature, in which presents the theoretical literature review, empirical literature review, conceptual framework as well as the research gap.

The chapter presents different kind of concepts so as to know different meaning of different ideas. Also, the chapter shows the what has been done by others as well what has been left out. Also the chapter shows the dependent and independent variables of the study.

The third chapter of the research report is the research methodology; it contains the research design, the study area, the sampling techniques, the sample size, data collection tools and the data analysis techniques. The methodologies show what has been adopted, and why such adoption has been done and how each method was utilized.

The fourth chapter of the study is based on study findings and discussion. The study presented the reliability test of the data, followed by descriptive analysis of the findings and lastly the inferential analysis of the findings. A discussion of the findings was done so as to link the results of the study with the existing literature review.

The last chapter to this study is the chapter five. The chapter presents summary of the whole of the study, conclusion based on the study findings, as well as recommendations are provided.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the definition of the key concepts used in research and reviews the literatures in global and local perspective of the research under study. This will give the clear understanding of the variables which will assist in research gap identification. It covers the theoretical review that defines the concept terms and clarification of body of knowledge, empirical studies that help to define the gap of knowledge and conceptual frameworks.

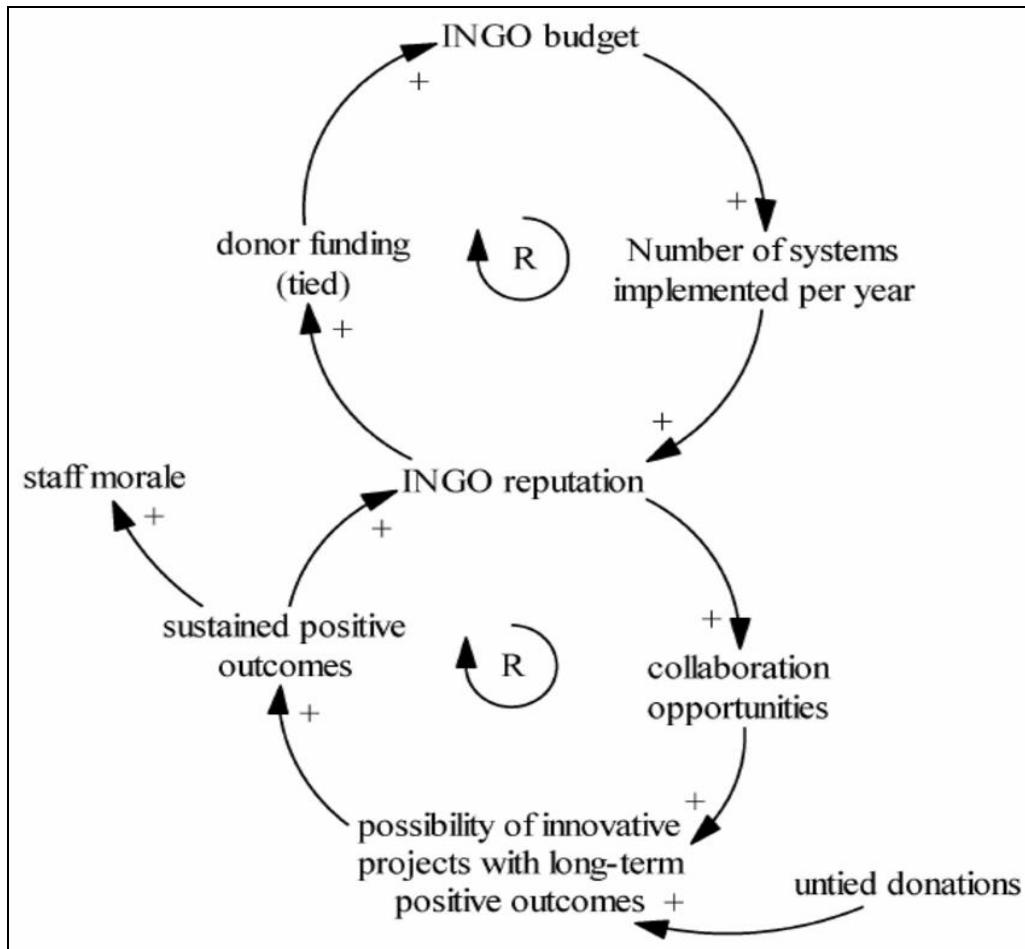
2.2 Conceptual definitions

This part defines all the key terms used in the study to create clear understanding of the phenomena and relationship between variables.

2.2.1 Donor funded projects

Donor funded projects are projects which rely on external financing from donors for its implementation. The project aims at creating independence among decentralized institutions of vulnerable groups that become a sustainable component of local governance systems. The projects is initiated through investment of initial funds, technical or other resources in institution building and direct transfer of resources to the local level, where the beneficiaries has the freedom to manage and utilize (Christine *et al.*, 2015).

Figure 2. 1: Donor Funded Projects



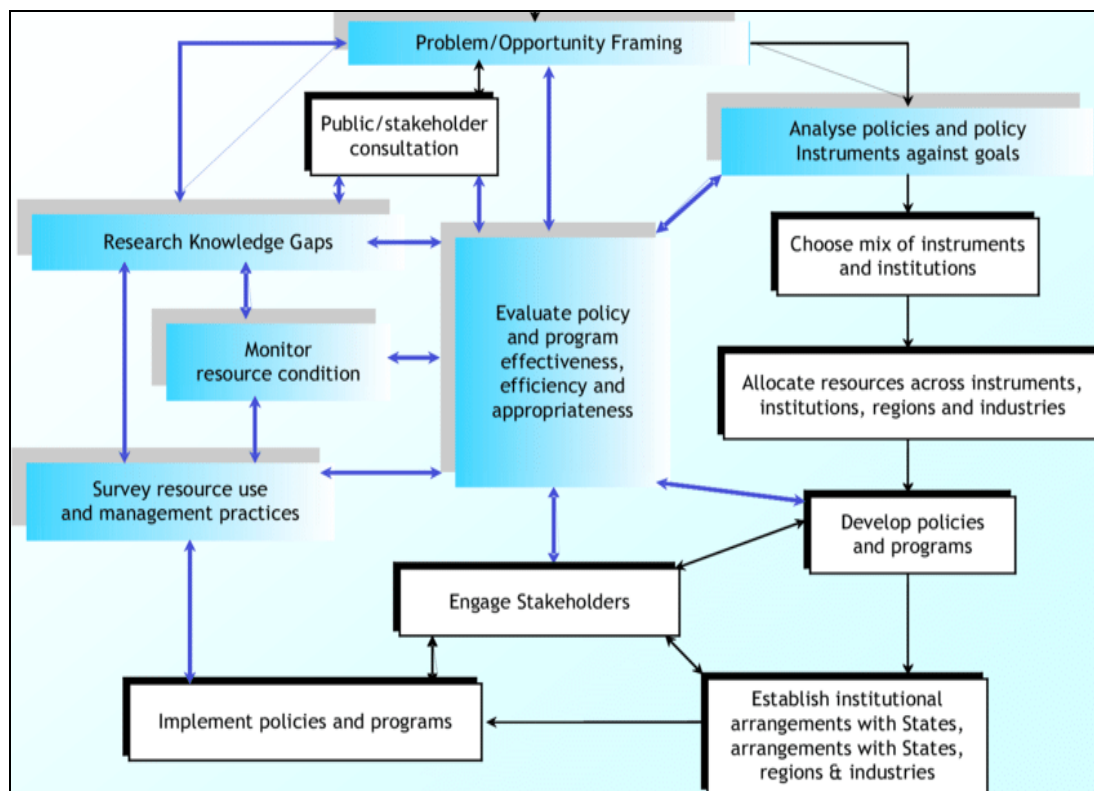
Source : (Ochieng, 2016)

2.2.2 Sustainability

Sustainability refers to an outcome that exists for a prolonged period of time. As adopted by FAO (2002b) and Lovell (1992), the term sustainability with regard to development programs is the ability of the local community to meet the program costs in order for the program to continue and it will be able to be maintained after external 10 interventions or donor funding has been withdrawn. In this study, sustainability means the ability of the project members to maintain its operations, services and benefits after foreign support has ended. Sustainability can be described as "the continuation of favourable circumstances for a widened time span after cash related, authoritative and specific assistance from a patron has been pulled back" (Aus Aid, 2009). The focus of this definition is on the surge of headway endeavours' focal

points into the future which ought to be appropriate, controlled by accomplices and maintained on an advancing reason with locally open resources.

Figure 2. 2: Project Sustainability



Source :(Ochieng, 2016)

2.2.3 Pan African Youth Entrepreneurship Development (PAYED) Program

PAYED is the program financed by the City Bank under Citi Foundation program. The headquarters of which is at Washington DC and the beneficiaries are youth from Cote d'Ivoire, Nigeria, Kenya, and Tanzania. PAYED program was launched in 2017 aiming at enhancing African Youth with tailored theoretical and practical entrepreneurial skills and encourage them fighting against the unemployment problem. According to World Bank (2016) the youth with the age between 15 to 35 years old is increasingly becoming large part of population. For authorities to manage world population, youth group is inevitable to be ignored.

The initiative is one year program whereby young entrepreneurs are owners or workers of small shops will be trained and supported with financial support. The program assumes after one year the beneficiaries will be already equipped with skills, experience and financial support to help them going at their own, after that the program recruits new beneficiaries. The program targeted small retail businesses because they play critical role in low income communities through job creation, access to products and income provision (Kavenuke, 2016).

The program target the group of youth with the age ranging from 18 years to 35 years who are showing the entrepreneurship ambitions either through owning micro businesses or through managing other people' businesses. The businesses which qualify to be included in the program are; small general shops, cell phone shops, hardware shops, apparel shops and cosmetics shops. These beneficiaries are obtained in stages where the program staff initiates the process at the respective District Council where they get a permission to go to the respective ward. The ward Executive officer provide the program staff with permission to go to the unit level where they conduct the meeting with youth entrepreneurs of that area and from them select those with qualification required(Kuria and Wanyoike,2016)

The super goal of the program is to reduce unemployment of youth in the countries it operates. Other objectives of the project are to improve financial benefits for youth-led micro-retail shops. The program intents to increase annual sales of youth owned micro shops by 30 per cent per annum. This will lead to the improved growth of micro business where the project expects to create 96 new shops, 23 shops for each beneficiary country. The program expects to create at least 107 new direct jobs whereby facilitated youth will be the direct beneficiaries of the jobs. (Kuria and Wanyoike,2016)SOURCE

The project addresses the entrepreneurs' skills gap by providing tailored training. Theoretical training is provided by private trainers and the practical part is imparted by the private sector employers who have a practical business perspective and

experience. The training curriculum comprises of four subjects which are shop management practice; where the beneficiaries learn merchandising principles and customer care. The second subject is financial management; where the beneficiaries learn about proper record keeping and credit management for proper and sustainable credit facility utilization(PAYED, 2020).

The third subject taught is supply chain management; this equips the entrepreneur with logistics skills and experience, how the products are moved from the source to the end users while managing the transportation costs and other risks. The fourth subject is about investment opportunities. This is key component of creating the sustainable entrepreneur, the beneficiaries are trained to investigate and analyse the business opportunities before competitors. Through this training, the program will improve quality of access to labor market and support youth development policy making. (PAYED, 2020).

The program believe much in imparting knowledge, skills and practical experience to entrepreneurs than providing financial support to youth. The program invests on the quality of business education and practical workshops to beneficiaries. For qualified individuals are provided with the grant ranging from Tshs. 500,000/= to Tshs. 1,000,000/= depending on the type of business and personal attributes of the beneficiary in regard of knowledge grasp and practical results. (PAYED, 2020).

The program enhances the performance of small businesses they have funded by linking them with strategic partners. These are producers, manufacturers, financial institutions and logistics partners through such network, the beneficiaries benefit by getting products on time and on credit depending on the arrangement set between the two sides. The program also connect the beneficiaries to the financial institutions products such as savings, credit and investments (PAYED, 2020).

PAYED in Tanzania was launched in the year 2018, the program was had the aim of imparting knowledge, skills and practical experience to entrepreneurs than providing financial support to youth. The program was based in Ubungo and Ilala districts. The districts were selected as pilot areas with high number of youth. The program begun with of 50 youth only. Currently, PAYED has more than 250 beneficiaries in the two districts

2.3 Theoretical Framework

This section presents theories that were used in this study, theories which are presented in this section are participatory theory of development and sustainability theory.

2.3.1 Participatory Theory of Development

Kyamusugulwa (2013) elaborated the benefits of placing the project management on the hands of the community as a means of project transformation and risk management regarding the projects. Despite of the importance of community participation, the researcher highlighted about the challenge of power imbalance between the community leaders and the leaded. This brings about the improper functioning of the participation concept whereby the people leaded presume themselves as excluded from projects decision and management.

Community participation comes in the form of two variables which are; deciding about the project and the implementation of the project. These two variables depends each other and for the proper implementation of the project, it needs the community to participate in decision making stage (Kyamusugulwa, 2013).

Despite the positive impact of community participation, the social power within the community is affected by the theory (Ingamells, 2007). This is supported by the fact that, as the political capability among lower people in the community developed the performance of the project may be endangered (Chambers, 1997).

Participatory theory is built on the ground that the community has the solutions for their challenges any stakeholders intending to address such challenges need to join hands with the community in question(Lelegwe, 2015).

This is the way of donors or government to create the sense of ownership and control of such projects to the community surrounding it. This can be difficult in implementation but has long term effect to the environmental, economic, and social benefits of the community and the country at large. To achieve positive impact of the project in community based projects, the community need to be assumed with active responsibilities regarding the project (Anderson & McFarlane, 2010).

According to Narayanasamy (2009), participation may be as an end where the community is empowered or as a means where creates the way to the efficient management during its implementation. Through the means perspective of participation, people implement the decisions in minimal or no supervision. Many donor funded projects fails to be sustainable due to the lack of incorporation of the community in planning and implementing the projects intended to them. Despite of the good planning of the projects towards eliminating the community challenges, the projects fail to be completed and few which are completed fails to be sustainable.

Major reason of the massive failure of donor funded projects is the lack of sense of ownership (Kyamusugulwa, 2013). The leaders and local community need to be recognized and their inputs about the required project to be incorporated because they assume that they are at the better position to analyse their problems than anyone else.

2.3.2 Sustainability Theory

Sustainability of the capacity to maintain some entity, outcome, or process over time and is connected to desirable long term conditions of the project (Harrington, 2016). The concept reveals itself in environmental, social and economic changes which are within the control of human action (Starik & Kanashiro, 2013). According to Cortese(2010), the state of sustainability is said to be achieved when billions of

people has enough access to resources to meet their needs without endangering other living species.

The argument of sustainability theory based on the fact of the scarce resources surrounding our environment (White, 1996). Sustainability and sustainable development concepts came into existence as the key concepts of community long term development. Sustainable development is the one which consider the current need without sacrificing the ability of future generation to meet their needs (WCED, 1987). The sustainable project is the one whose outcomes can be maintained through the available resources without endangering the future generation stake.

The theory suggests that human and social capital should be valued as natural resources which can perish if it would not be treated optimally. The optimal use of human and social capital has the great influence to the long term sustainability of the respective society (CEC, 2013). Sustainability theory requires the improvement which will enhance economic, environmental and social aspect. This is not the case in many projects where the projects are mainly evaluated using the economic and environmental aspects at the expense of the social impact of the respective project to the surrounding community (Martens & Carvalho, 2014).

To be sustainable the project managers has to think beyond economic perspective because financial performance isn't the only factors for future existence of the project (Mitchell, et al., 2007).

Project management and sustainable development are the two sides of the same coin whereby the organisation need to think of sustainable development for them to achieve proper project management (Silvius et al., 2013). With the regard of awareness on environmental, economic and social outcomes from the project implementation, sustainability is the variable to be used for such prediction (Thomson et al., 2011). This is contrasted by the study results on the lack of common measure of sustainability as an evaluating tool leads to each community measuring the project sustainability on their perspective. This necessitates people and organisations to

obtain systematic models to define and quantify the sustainability and indicators for assessment should be addressed globally (Zdan, 2010; Bebbington et al., 2007).

The end users should be the key point on analysing the sustainability of the project. This consideration should cover all social aspects from safety, security, health, and enhancement of environments the community depending in (Valdes-Vasquez & Klotz, 2013). The strategic linkage of all the social, environmental and economic variables to the project objectives ensures the long term community based project sustainability. This will be achieved by the inclusion of all stakeholders to analyse the problem and set standards of performance towards solving the intended challenges (Fernandez Sanchez & Rodríguez-López, 2010). Sustainability need to be used as the tool to continuous improvement and proactive measure towards expected setbacks.

There are difficulties in identifying appropriate measures of sustainability in managing the projects (Bebbington et al., 2007). This necessitated the importance of project stages from planning, implementation to evaluation decision making to be participated by both stakeholders from the initial stage of the project. In the real world situation, it is difficult to develop the project which perfectly meeting sustainability criteria (Corder et al., 2012). The researcher emphasized on the balance between economic, environmental and social requirements as the optimal sustainability which may benefit both the current and future community.

2.3.3 Theory of Change

This theory is created by Cootze (1983). It clarifies how the exercises attempted by an intervention, (for example, an undertaking, program or strategy) add to a chain of results that lead to the planned or watched impacts. Different marks that associates, accomplices and evaluators may utilize include results chain, rationale model, program theory, result planning and effect pathway and venture rationale.

A theory of change can be valuable for checking and assessment. A decent theory of change can assist with growing: better key assessment questions, recognize key pointers for observing, distinguish holes in accessible information, organize extra information assortment, and give a structure to information investigation and revealing (Kososan, 2016).

Contingent upon the planning, a theory of change can be utilized to foresee what will occur, and set up information assortment procedures to follow changes going ahead, or used to understand what has occurred and the information that have just been gathered.

A theory of change can advise the advancement regarding an observation and assessment. Existing information (where accessible from the intercession or potentially past exploration and assessment) can be planned onto the theory of change at that point used to distinguish need territories for gathering extra information (Haque and Khan, 2014). These might include:

- Assumptions on which the theory of change is based.
- Contextual factors that may be essential to accumulate information on and use to examine designs in results – for instance, accomplishes the intercession work especially well at specific destinations or for specific gatherings of individuals
- Indicators of the quality and amount of sources of info and exercises to help successful administration
- Early markers of change or absence of change in accomplishing results. This can be especially significant when the proposed impacts are longer-term and data about transitional results is expected to advise choices
- Links where the causal chain appears to break – where accomplishing a specific transitional result doesn't appear to prompt the ensuing result
- Causal joins which are not settled

- Identifying exceptions – "splendid spots" that may educate learning and difficult issues that should be tended to right away

A theory of change can give a structure to an "execution story" – a lucid account about how the mediation makes specific commitments. This can be helpful for imparting about the mediation to possible accomplices, members and policymakers, and for likewise giving a predictable perspective for those associated with actualizing and overseeing it (Hauge, 2014).

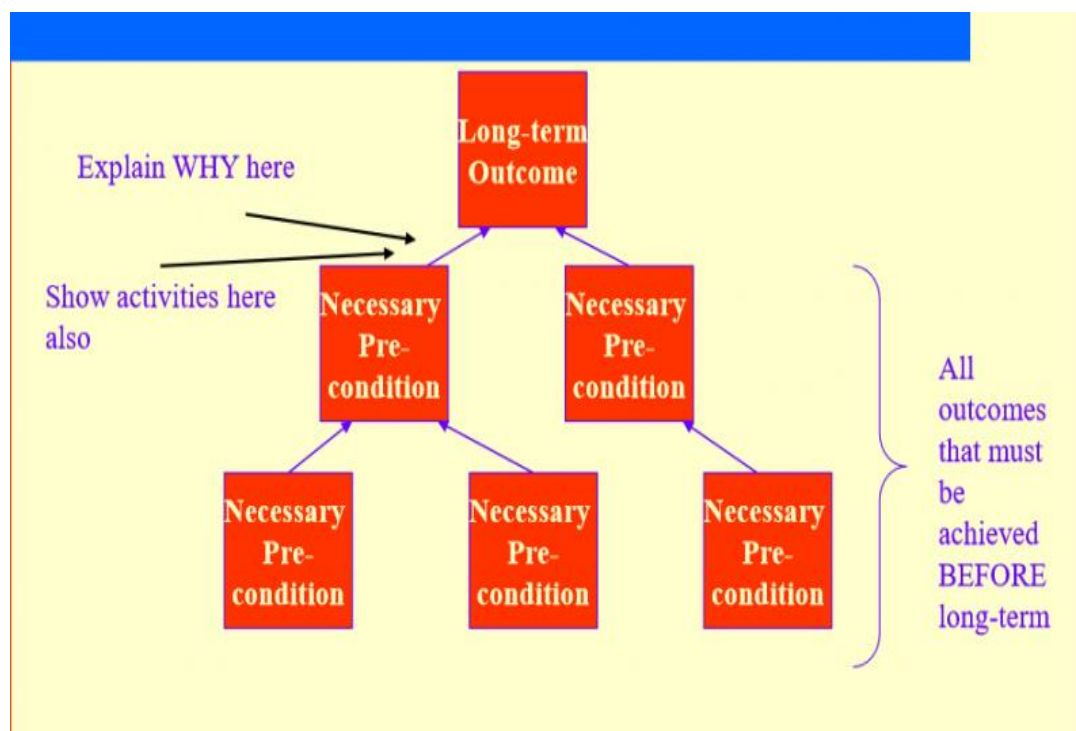
A theory of change is not only a rundown of exercises with bolts to proposed results. It needs to clarify how these change ions are comprehended to come to fruition and the job the mediation will play in this – and the job of different components, including different intercessions (Hauge, 2014).

It thus needs to incorporate both; while the center of the theory of change centers around the connections among exercises and effects, it is increasingly helpful on the off chance that it doesn't just cover these. Check if the accompanying components are set up and, if not, on the off chance that it is conceivable to include them either in the primary chart and story or in strengthening records (Hauge, 2014).

A sound theory of change draws on a scope of proof – past comparable undertakings and projects, past examination and assessment, the psychological models of partners (counting organizers, administrators and staff, accomplice associations, and expected recipients), and perception of the program and examples in results and impacts..It is critical to guarantee that the procedure is enough comprehensive of important points of view, qualities and proof. On the off chance that the theory of change has just utilized a gathering meeting to assemble it, almost certainly, some change ively orderly examination and audit of significant exploration and assessment will improve its quality.

A theory of change has most advantage on the off chance that it gives a typical reference highlight those cooperating. This implies it should be available and alluded to during conversations and choices about the venture or program. Yet, now and then it is overlooked or overlooked after the underlying arranging stage, particularly if new individuals come into the program or venture and don't know about what has been finished.

Figure 2. 3: theory of change



Source :(Kagoa, 2016)

2.4. The influence of stakeholders' involvement in Project sustainability

One of the key factors that influence that influence project sustainability is stakeholder's involvement and participation. Most of donors and international community highly influence developing countries to highly involve the community or members of the project. They should be involved in discussion of different issues concerning the project. Members or stakeholders involvement should begin from initial stages of the project to the final stage of the projects (Kimando, 2012).

2.4.1 Top –Down Approach

One of the approach that is preferred in stakeholder's involvement is top –down approach whereas information is generated from leaders of the project to the members of the project. This project helps members of the project to feel that their part of the project and own the project (Kimando, 2012).

Stakeholder's involvement is one of the pre-requirement of the effective project sustainability and delivery. Stakeholders involvements facilitates to increase stakeholders wellbeing and be inspired by the project. Also it helps in helping to reduce negative environment of the project such corruption or absenteeism. Moreover, stakeholder's involvement leads to scaling up of economic sustainability of the project. (Maina, 2013).

Stakeholders' involvement is a significant concern with respect to the manageability of project improvement ventures, and that the worldwide network persistently pushes the less developed world to draw in stakeholder's involvement in talking about issues that influence their prosperity (Bal, Bryde, Fearon, & Ochieng, 2013).

Stakeholders perception is among the key factors to sustainability of projects in the community, the international community always influence the less developed countries to emphasis on stakeholders involvement in the projects so as members of the community can highly discuss their problems effectively and openly (Bal, Bryde, Fearon, & Ochieng, 2013).

Stakeholders involvement is recommended to one of the core ingredients of projects so as to reach their sustainability (Golicha, 2010). Therefore it is very crucial for donors, governments and agencies have do influence stakeholders involvement so as to reach project sustainability.

It is recommended that there should be passive involvement. Passive involvement allows stakeholders to take the responsibility of managing their project as well looking for solutions to any arising problems in the project. It has been noted that most of external agents do implement projects without the need to have control of members or resources and their decision making. Their duties are reduced to stakeholders by teaching them to on how to handle their problems and solutions (Boon, Bawole, & Ahenkan, 2012). The main intention of external agents is to legitimize the operations of projects (Chifamba, 2018).

2.4.2 Interactive Participation

Interactive participation allows stakeholders to make joint analysis of the project designing of the action plans, and empowering local institutions (Chifamba, 2013). This is the process which is observed to be pass for the projects goals to be reached easily. Different kind of disciplines are involved of multiple perspectives, systems and learning approaches so as effectively improve the performance and the sustainability of the projects

2.4.3 Function Participation

The other kind of stakeholders' involvement is function participation. This is the kind of involvement whereas is action oriented in reaching the project goals. For instance members or stakeholders discuss on how to cut down operational or unnecessary cost.

2.5 The influence of funding in sustainability of Projects

One of the factors that influence project sustainability is funding. For any projects to progress and prosper needs funds. The funds are needed for two reasons. One of the reasons is for the general operations of the projects which can be termed as project operational cost. The other need for fund is to offer as grants, loans or financial support to member of the project or beneficiaries (Jope , 2015). Funding facilitates the project sustainability in the following ways;

2.5.1 Steady Flow of Funds

Steady flow is referred the constant flow of fund towards the project. Thus is to say is fund is to be given as budgeted. For instance the projects needs 5 million shillings at the beginning of the project and in the mid of the project 3 million shillings. If there is constant flow of funds then the fund has to come as schedule (Harrington, 2016)

In a number of projects delays of funds is among the factors that affect project sustainability. For instance funds for beneficiaries is delayed then the project success will not be reached (Harrington, 2016)

2.5.2 Rate of Funding

Rate of funding is referred as the level of provision of funds to the projects, for any projects sustainability there should be well and adequate level of funds provided. Enough funds for the projects help in execution of all its activities effectively. Funds are number one resource for the project sustainability. For instance if the amount of money needed for a certain project therefore; the amount should provide as needed, shortage of the amount therefore will lead to failure of the project (Hofisi, and Chizimba, 2013).

2.6 The influence of monitoring and evaluation on Project sustainability

Monitoring is a progressing capacity that utilizes the orderly assortment of information related to determined pointers in Public tasks. Observing and assessment (M&E) is depicted as a process that helps venture administrators in improving execution and accomplishing results. The goal of M&E is to improve current and future firms of yields, results and sway (United Nations Development Program, 2012).

Williams (2010) states that monitoring provides management and the primary partners of a turn of events mediation with signs of the extent of progress and accomplishment of anticipated outcomes also, progress as for the utilization of allocated reserves.

As indicated by Ballard *et al.*, (2010), Monitoring and evolution is a procedure that helps program implementers make informed decisions with respect to program tasks, administration conveyance and program viability, using objective proof. Observing, while seen as an on-going administration capacity, and assessment as the post occasion work, which takes care of data back to the executives for the following occasion, is as well over simplified a distinction. In observing one is assessing, as one is making a judgment about advancement and interceding dependent on this judgment (UNDP, 2010).

Similarly, when one does an assessment, he does it based on observing information, and decisions can best be made with these bits of knowledge. By and by, the sequencing isn't as straight as one after the other, yet progressively powerful relying upon the circumstance (Khan, 2001).

Task M&E execution can be estimated and assessed utilizing countless execution markers that could be identified with different measurements (gatherings, for example, time, cost, quality, customer fulfillment, customer changes, business execution, wellbeing and security (Cheung et al.2004). Time, cost and quality are, in any case, the prevalent performance evaluation measurements. Another fascinating method of assessing venture execution is through common sets of markers (Pheng&Chuan, 2006).

The main set is identified with the proprietor, clients, partners, and the overall population; the gatherings of individuals, who will take a gander at project performance from the large scale perspective. The subsequent set

involves the designer and the contractor; the gatherings of individuals who will take a gander at venture execution from the small scale viewpoint of pointers, and could be affected by different venture attributes. For instance, Dissanayaka and Kumaraswamy (1999) found that venture time and cost exhibitions get influenced by venture attributes, acquisition framework, venture group execution, customer portrayal's attributes, temporary worker attributes, structure group qualities, and external conditions.

Thus, Iyer and Jha (2005), recognized numerous components as having influence on venture cost execution, these incorporate; venture director's fitness, top management support, venture administrator's planning and administration abilities, observing and criticism by the participants, decision making, coordination among venture members, proprietors' capability, social condition, monetary condition, and climatic condition.

Elyamany et al. (2007) introduced a execution assessment model for development organizations so as to give an appropriate device for the organization's proprietors, investors and subsidizing offices to assess the execution of construction organizations in Egypt.

2.7 Empirical review

This part portrays the studies from other scholars relating to the same study within and outside the country. The review analyses different perspectives relating to the study and further displays the gap in research whereby the researcher through specific design will take part to fill such a gap.

2.7.1 General studies

According to Labonne & Chase (2011) who conducted the study in Philippines about the impact of community projects on social capital. The study had three objectives. The study had the sample size of 64 who were recruited through simple random sampling strategy. Data was obtained through questionnaires and interviews. The study was basically descriptive. The study revealed that the project increased the

frequency of community attending assemblies and frequency of local leaders to meet with the residents. The study further emphasized on proper planning and undertaking the donor funded project to the community is vital to its long term performance and improvement of the community intended to support.

Roberta & Parker (2016) studied the impact off youth development services on resilience attitude of girls in USA. The study observed on four factors. The study was case study. The study employed questionnaires and focused group discussion on data collection. The researcher recruited 45 respondents through convenient sampling techniques only. Validity and reliability of tools were also measured. Data analysis was mainly qualitative with few elements of quantitative. The findings revealed that the longer the person is in the program the better she scores in relationship, insight and creativity. This concludes with the sustainability of culture to girls is affected by the period they are subjected into the same. Despite of clear findings obtained by researchers, the study used only girls on its analysis, as a result, the results cannot be generalised to all youth.

2.7.2 Studies in Africa

Christine et al (2015) conducted the study on determinants of sustainability donor funded water projects in Kenya. The study had four objectives. The study was basically quantitative in nature. 67 respondents were recruited as the sample size. Strata sampling technique was used to obtain the sample size. The researcher used both descriptive and inferential analysis in analyzing data. Moreover, the study employed regression analysis in testing the relationship between the variables. The results concluded that despite of many projects being conducted in Bungoma County, the problem of water scarcity is yet to be addressed. This in turn shows the lack of sustainability of the projects conducted in the area irrespective of the amount of resources injected.

The study was also conducted by Kuria and Wanyoike (2016) on factors influencing donor funded projects in Nakuru County. The study was conducted in Nairobi Kenya. The study had three objectives and three research questions. The study used only questionnaires in data collection. The study used a sample of 56 respondents. Chi-square was used in data analysis. The results found that for sustainable projects, community should be involved in all stages from planning to monitoring of the project. This will bring about the sense of ownership and responsibility towards achieving the project objectives.

Mazibuko (2007) came out with different perspective on project sustainability. The researcher conducted research on enhancement of project sustainability beyond donor support in South Africa, 46 respondents were recruited as the sample size. Data was obtained through questionnaires. Chi-square was used in data analysis. The study wanted to establish the relationship between the variables; where with the finding that it is difficult to predict sustainability due to the risks and uncertainties accompanied with projects. The researcher emphasized on the importance of good government policies to equip poor people and help them to control resources rather than providing them projects which die in short period after its completion.

This was supported by the study of Ochieng (2016) who studied the factors impacting donor funded projects in Kenya where he observed many projects collapse midway and those completed do not benefit the intended community for a long time as expected. The researcher recommended on the training to project staff and collaboration of the community from initial stages of the projects implementation.

Mohy-Ud-Din (2014) conducted the study on evaluation on youth development grant in South Africa where the research revealed that lack of education among youth and lack of labor market affects the sustainability of the program. Despite of being financed, youth struggle on sustaining their financial muscles the same as those who are not beneficiaries of the grant programme.

According to Hofisi and Chizimba (2013) who conducted the study in Malawi on sustainability of donor projects came up with the finding that for the project to be sustainable, there must be the exit strategies designed from the start of the project. This will be the management framework and control benchmark which will be used by the beneficiaries after the funders releasing the projects to their management.

Mohamud et al (2018) conducted the study in Kenya on influencing factors on youth participation in community initiatives in Garowe District in Kenya. The results revealed that education is important factor whereby educated youth are better empowered in community participation compared to uneducated ones. It was further revealed that education and awareness of the community has the positive relation with the sustainability of the projects implemented in the respective area. This was supported by the research by Chiloane-Tsoka and Botha (2015) on factors influencing urban youth development in sub Saharan Africa. The results revealed that youth need proper management and role models to help them sustain in the business they are undertaking.

According to Sakala (2017) who studied the role of family in youth entrepreneurship support in Zambia. The results revealed that there were several initiatives to improve youth development but most ignored the family as the key stakeholder of the initiative. The results further explained the negative impact of focusing on youth and neglecting the families they are coming from does many harm than favour to the sustainability of the youth entrepreneurship development projects.

Nalwanga and Lund (2018) studied the impact of grants on senior citizens in Kiboga Uganda where the study found that the many projects where not effective in monitoring the performance of grants after providing them to youth beneficiaries. The result revealed further that the youth benefited from the grant in long run were left worse than they were before receiving the same. The grants which are not effectively managed has negative economic and social impact to the beneficiaries and lacks the

sustainability, this works against the favour to the community it was intended to serve.

According to Mujabi *et al* (2015) who conducted the research on relationship between organisational rationality and risk management to the performance of donor funded projects in Uganda. The study revealed positive relationship of organisational rationality and risk management to the project performance. Despite of the useful findings obtained, the study was carried from judgmentally selected projects which limit the researcher to generalise their findings to other projects.

Buchenrieder *et al* (2019) conducted the study in Cameroon villages on the sustainability of credit grants on par capital income. The results shows that the grants has short run positive impact on per capital income while in long run the income of the beneficiary almost the same as non-beneficiaries. This implies that there is no sustainability on such financing project whereby the villagers find themselves at the same poverty level or bettered insignificantly.

Theoredeo (2017) did an study on the impacts of employees contribution in M&E on project performance in Kenya. The study had an sample of 45 respondents. Theutilized questionnaires and interviews in information collection. The findings shows that with developing emphasis on participatory methodologies towards advancement, there has been acknowledgment that (M&E) ought to likewise be participatory. Expectedly, M&E has included outside specialists coming in to check implementation against pre-set markers, utilizing normalized strategies and devices. Interestingly, participatory (M&E) includes essential partners as dynamic members and offers better approaches for surveying and gaining from change that are increasingly comprehensive, and reflects the viewpoints and desires of those most straightforwardly influenced (World Bank, 2010). This report presents the various ideas identified with PM&E, along with the means and the tools required for the improvement of a compelling and maintainable M&E plan. Including recipients in

assessment expands its dependability and gives the chance to get helpful input and thoughts for activities.

M&E takes into account adaptability, Activities ought to be stopped or adjusted when assessment clarifies that they are not adding to the proposed enhancements. In regards to effective results of arranged activities Widens the information base essential for surveying and — whenever required — remedying the strategy and expands the inspiration of partners to contribute thoughts to restorative activities

Aigbavboa (2017), made a study on level of partner/workers commitment and investment in ME of development projects in Ghana. Both organized interview guide and questionnaires were utilized to gather applicable information for the study. A work area audit of important diary articles, books, meeting procedures, distributed and unpublished proposal work from the foundations' database and web sources applicable to the study were embraced to support the study. Information was clearly analyzed . Six key partners/workers were distinguished in nearby government project in Ghana..

It was clear from the study that there was an elevated level of partner/employee commitment in the project whiles cooperation of partners in observing and assessment of public project at the local government level was extremely poor. This was credited to absence of information, getting association and time committed for observing and assessment of tasks by partners. All in all, the helpless support of partners/employs in M&E of local government project projects in Ghana. These difficulties included procurement slips which brought about awful plans, non-adjustment to extend detail, deferred project, absence of wellbeing and security consistence, customer's disappointment, and degenerate practices in the development business. The study advocates for participatory M&E through partner the project at the project. This can be advanced through network based improvement project. The study adds to the provision of information for partner commitment and cooperation in M&E in Ghana.

Mmassy (2016) did a study on the employees awareness on legitimate structure impacting execution of Monitoring and Evaluation Systems of Non-Governmental Organizations in Arusha city. The study concentrated on the accompanying destinations; to survey how human limit impacted the practice of M&E frameworks of NGOs in Arusha city, to study how information quality affected the presentation of M&E frameworks of NGOs in Arusha city, to decide how use of M&E data impact execution of M&E frameworks of NGOs in Arusha city, to evaluate the degree to which partners' investment impact the viability of M&E arrangement of NGOs in Arusha city.

The study guided by the accompanying speculations, for example, Evaluation Theory, Social Science Theory, Program Theory, Theory of Change and Results Theory. The study targeted 109 respondents from the NGOs in Arusha city but the result obtained only 93 percent. The study utilized the questionnaires and direct interview to gather essential information. The gathered information was arranged, cleaned, altered and coded for utilizing SPSS. The findings of the study were analyzed utilizing percentages and frequencies at that point presented utilizing tables.

The findings demonstrate that human limit, information quality, M&E and partners' cooperation impact the presentation of M&E frameworks of NGOs in Arusha city. The NGOs should ceaseless to reinforce the limit working to their staff on arranging, structure, execution (counting observing and controlling) and assessment specialized aptitudes particularly in data frameworks for M&E and accept the partners since the plan of M& E system.

Qorro (2016) considered the impacts of employees ignorance of M &E Processes of County Road Projects in Turkana County Government, Kenya. M&E has not been practiced well by the essential employees like the temporary workers and services dealing with the tasks through different financing bodies and so forth. Different explores have definitely featured the M&E methodology however neglect to see the essential components affecting the system. The study tries to assess to which degree

accessibility of assets, employee's interest and inclusion of specialized people influences execution of M&E procedures of district street extends in Turkana County Government.

The study was restricted to street foundation development projects inside the County legislature of Turkana and the significant confinement of the study sealed to be the expense and time requirements. This study used an clear overview plan where self-regulated surveys and interviews were utilized for information collection. The subjects of study were drawn from the 35 progressing street projects for every monetary year and inside the topographical regions of the unit of study. The 50 respondents were chosen from employees who have worked in the development and upkeep of streets since the province government came. This contained the specialized staff in the Ministry of Roads, Transport and Public works (Turkana County), contractual worker's group and the Monitoring and Evaluation Committee from Ministry of Finance & Planning. The sampling procedure utilized in this study was Stratified Random Sampling Technique, a kind of likelihood testing strategy.

Numerical information gathered through questionnaires was coded and entered and on Ms Office Package: Excel. The information was additionally examined utilizing Excel 2013 information investigation: ANOVA tests to build up if there were any factual contrasts between the methods for the autonomous groups. The ANOVA tests obtained P-values more noteworthy than the 0.05 degree of centrality demonstrating that there was no critical connection between accessibility of assets, partner investment, contribution of specialized work force and the M&E forms.

Speculation testing was additionally analyzed utilizing Excel 2013 information system; t-test-Two examples expecting inconsistent differences. The researcher finishes up from the accessible information that finances accessible for M&E of the vast majority of the province projects are not satisfactory, spontaneous and that there's no opportune payment. It is additionally reasoned that partner support is basic in project the management as they have direct impact over the undertaking

expectations lastly inclusion of specialized people is key in completing M&E exercises. The study findings in this manner showed that there is an extraordinary impact of accessibility of assets, employees cooperation and inclusion of specialized people on M&E procedures of region street projects

An study by Joe, (2017) on workers' information on institutional frameworks in working on Monitoring and Evaluation: The Case of Local Government Water Projects in Mkuranga, Tanzania. Explicitly the study recognize the information challenges looked by water projects in Monitoring and Evaluation practice at Mkuranga District, it likewise analyze the connection among M&E and execution for water gracefully project at Mkuranga. This expects to distinguish the best methodologies in improving M&E practices applied in water project at Mkuranga. A sample of 32 respondents were drawn from various levels, for District water office and other division staff, Both Quantitative information got through surveys and Qualitative information from Interviews done region authorities. Questionnaires and Interviews, have been utilized as information assortment devices, information study was done through a unique program known as Statistical bundle for sociology (SPSS) and Microsoft exceed expectations, 2007.

Findings of this study demonstrated that, the ebb and flow M&E practices applied in water projects in Mkuranga District are; field visits, Project Reports, and no some other extra M&E practices recognized, out of four M&E tools was poor, this was because of the difficulties confronting the M&E practice, "The difficulties in practicing M&E including Political impact, feeble supervisory team in M&E practice, and absence of specialized staffs; staffs are Unqualified and undeveloped". It is suggested that the utilization of best ways to deal with improved M&E frameworks incorporates Capacity building and Training projects and information, Practice of M&E arranging and improving M&E data sharing on project execution, the difference in national strategies and set enough spending plans for M&E.

Sanga (2017) did an study on M&E approaches methodologies in Ghana. The study had an sample of 76 respondents. The study utilized just questionnaires in information gathering. Viable M&E approaches talks about what can turn out badly with project M&E frameworks and sets out a structure of ideas and rules that can help the plan and execution of compelling task M&E. In doing so it gives the center of a 'direction manual' or 'handbook' for proficient work in this field. The most effective method to plan and execute a project M&E framework is clarified in some detail through an audit of the principle steps and approaches required. The job of support in M&E structure and execution is thought of, and the unit finishes up with a conversation of how to make a learning domain for project directors and for project usage.

Gao, (2019) did an study on the impacts of M&E methodologies and approaches in project execution in Taiwan . It was discovered that a wide range of variables can impact the plan of a (M&E) approach. These incorporate the reason for which M&E is done, the kind of work being embraced, the idea of completing the work, and the accessible assets. Maybe requests from outside firms, for example, benefactors, supporters or governments, likewise ought to be thought of. A wide range of components can impact the plan of (M&E) approach. These incorporate the reason for which M&E is completed, the kind of work being embraced, the idea of the firm doing the work, and the accessible assets. Requests from outer associations, for example, benefactors, supporters or governments, may likewise should be thought of.

At some stage most improvement intercessions – regardless of whether a huge, multi-nation program run by a universal association or a little undertaking situated in a far off town – should choose how, when and where to complete (M&E). They will at that point need to build up a M&E approach, framework, system or plan (the wording isn't reliably utilized inside social turn of events and doesn't generally make a difference at this point).It is quite often simpler to settle on key choices about a M&E approach during the arranging phase of a project or program, as the scope of potential alternatives is more prominent. For instance, part of the way through an undertaking

or program it might be past the point where it is possible to build up a gauge to contrast results and a beginning stage. Similarly, it is substantially more hard to build up a participatory M&E framework if a project or program was not planned in a participatory manner. Nonetheless, regardless of whether it is created at the arranging stage or a while later, there are various key impacts that influence the manner by which a M&E approach is structured. These are gathered into five regions as follows: non-negotiables; the reason for which M&E is done; the sort of work being embraced; the idea of the association completing the work; and the accessible assets.

2.7.4 Studies in Tanzania

According to Temba (2015) who assessed the role of stakeholders participation on sustainability of donor funded projects whose results revealed that effective participation need to be initiated from the beginning of the project where the mobilisation, implementation and management of the projects need to be performed in partnership between donors and beneficiaries. This was supported by the study by Mponzi (2017) who revealed that for the project to be sustainable, it should be built in the strategies that will enable it to continue even beyond the funding period. The study found that many programs come to an end when the donors release them to be funded and managed by the community they are built for.

Mujungu (2015) conducted research on the social impact of donor funded fund where the research revealed that despite of good impact of donor projects to the community, the project has negative ones which are; increasing the dependence among beneficiaries, lack of creativity on solving own problems and lo participation by beneficiaries on implementation of the projects.

According to Kavenuke (2016) who conducted the study on the impact of women development fund on household welfare where the results revealed that there is poor performance of the project. The poor performance was due to inadequate loan size provided, low business knowledge among beneficiaries, lack of record keeping

documents for business tracing and lack of power to own asset due to the cultural settings.

Simon (2018) studied the impact of culture in sustainability of projects funded by donors where the results revealed that culture has great influence on sustainability of donor funded projects. The donors and authorities should clearly analyse the culture of the respective community before making decisions of funding projects in such areas. This study was supported by Mlage (2014) who conducted the study on farmers in Morogoro on sustainability of donor funded project. The research found that sustainability of farmers depends on many factors which need full commitment of all stakeholders for the sustainability of the farming projects.

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2.8 Research gap

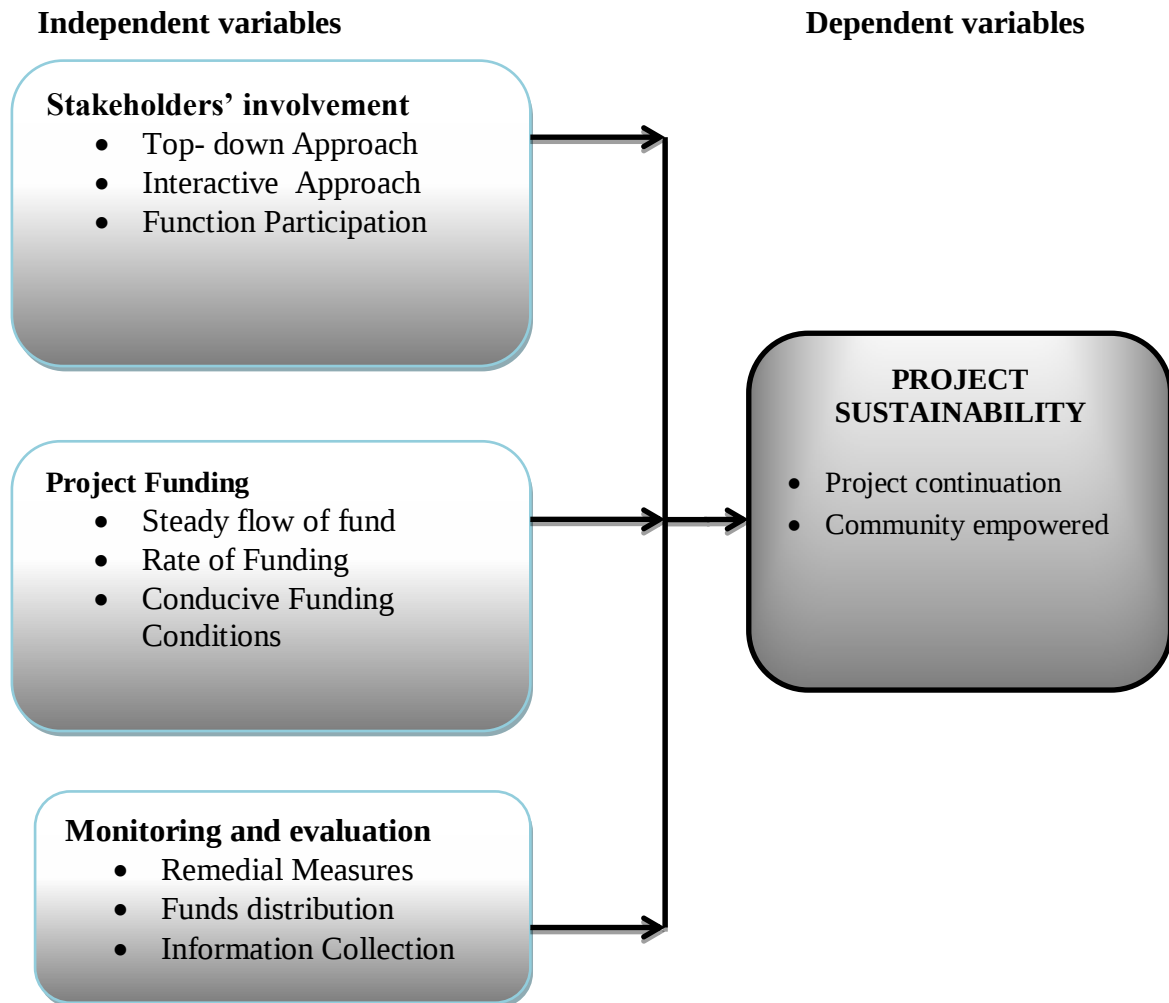
Most of the review and researches previously undertaken in sustainability of donor funded projects was aiming to the communal owned projects. No research performed to assess the sustainability of the donor funded projects which is addressed to an entrepreneur personally. The previous literature mostly addressed the implementation stage where material and financial contribution of stakeholders as the key reason of sustainability of projects. This left out the monitoring and evaluation aspect when the project implementation is completed. The review analysed the stakeholders' involvements in financial aspects but neglected the involvement of stakeholders in all other stages of implementation and monitoring of the projects. The study addressed the influence of stakeholders in all stages of project life cycle and its impact to the sustainability of the project.

2.9 Conceptual framework

Conceptual framework is a set of broad ideas and principles comes from the relevant field inquired and the findings used to structure a visual presentation (Kombo & Tromp, 2006). Conceptual framework is intended to link the independent variables, to dependent variable relating to the respective study (Kothali, 2006). In this study, the

independent variables are stakeholders' involvement, level of funding and monitoring and evaluation of the project; the dependent variable is the project sustainability.

Figure 2. 4: Conceptual Framework



Source: Researcher, 2020

2.6.1 Independent Variables

Independent variable is the variable which does not be affected by the other and whose effect is the one established by the respective study (Adam & Kamuzora, 2008). Under this study the researcher used the stakeholders' involvement, level of funding and monitoring and evaluation as independent variables.

Stakeholders' involvement

This variable measures on how the stakeholders like the beneficiaries, community, authorities and project donors are involved in all stages of the project, starting from; project identification, project conceptualization, project implementation, and the community project ownership. These stages has great influence on the sustainability of the project and the more stages are neglected the more sustainability failure would be experienced because, in order to achieve the desired outcome, the stakeholders need to be actively involved (Lelegwe, 2015).

Level of funding

Funding is the factor which affects much of the projects' sustainability. Depending to the nature of the project initiated whether being self-cash generating or not, funding play great importance on its survival. The fund invested in the project and that harvested should be strategically managed so as to cover unexpected expenditure of the respective project.

Monitoring and evaluation

Many projects managers put emphasize on project planning and implementation phases and after the project has been implemented they sign off or reduce the personnel to manage such a project. Monitoring and evaluation help the donors and beneficiaries to identify problems and areas for corrective and improvement action in the way the project is implemented (Karanja, 2013).

Dependent Variable

Dependent variable is the variable which is affected by the other variables in the study (Adam & Kamuzora, 2008). The researcher measures what change is caused to this variable due to changes of other variables in the study. According to this study, the dependent variable is the sustainability of the donor funded projects. This is measures through the extent of project continuity and the fulfillment stakeholders' objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the methodologies which were applied in executing this study. The chapter is based on identifying the research methods, what are they, how they were used and why such methods are selected.

3.2. Research design of the study

Research design presents how the whole of the research was carried out. It is how the blue print or map of the study to be carried. The structure and nature of the research is determined by the research design (Jope , 2012).

The study adopted case study design. Case study was selected so as to gather in depth information with maximum clarity of the study. Case study enabled the researcher to center the study in one area , so as to have maximum and intensive investigation.

Case study design is referred as particularistic research design hence it always takes a single unit of area for analysis. It gives one area attention, for so as to make a great analysis of the study. Therefore, this study centered PAYED project as a case study, so as to study it with great attention , much and deeper investigation.

3.3 Study area

Area of the study is the geographical location where the study is centered to take place. The study was conducted in Dar es Salaam region in Tanzania. PAYED was the case study used. The case of study selected because it represent the typical dominant player in the funded project that are largely sustainable . The case study is also convenient to researcher's perspective for the availability of data and its collection process.

3.4 Population of the Study

Population of the study is always referred as a set of group of persons or objects which have similar characteristics as well as features. It the group whereas the researcher is interested to study (Nwankwo, 2009). Therefore, it is where the researcher drew the sample size.

3.5 Sample Size

Kothari (2006) sample size is the set of group of items, subjects or people who have the common characteristics who are included in the research study. A sample size is referred as a small group but adequate for a researcher to make conclusion from it. A sample size is pure and true representation of the population, hence the total population was 268. The sample of this study involved a total of 170 project beneficiaries and employees from the study area. The composition of the sample size is presented in the table 3.1

Table 3.1: The composition of the Sample size

Composition of the Sample	Number of the Sample size	Percentage of the Sample size
Project Beneficiaries	150	88
Project Employees	20	12
Total	170	100

Source: Field Data (2020)

3.5 Sampling techniques

The researcher employed convenient sampling and purposive techniques to obtain the sample size.

3.5.1 Convenient Sampling Technique

The researcher used convenient sampling technique by obtaining respondents who were available during the study. Basing on this technique the researcher selected respondents who are PAYED beneficiaries. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. The subjects are selected just because they are easiest to recruit for the study.

3.5.2 Purposive Sampling

Purposive Sampling is one of the sampling methods that this study is going to use. Purposive sampling gives a researcher a chance to choose the specific person he/she would want to get particular information. In this study, we use purposive sampling to choose 20 employees (as shown in table 3.1 above) of PAYED that the researcher think they have the required information on the said matter.

3.6 Data collection methods

Both primary data and secondary data were collected in this study. Questionnaires and interview were used in obtaining primary data while secondary data was collected through documentary review.

3.6.1 Interview method

According to (Kothari, 2006), "an interview is a set of question administered through oral or verbal communication or a face to face discussion between the researcher and the interviewee respondent". The researcher used interview method since it allowed observing the physical and emotional reaction of the respondents and it also saves a lot of time writing to those respondents who are in a hurry. The researcher used this method to collect data from only 20 PAYED Employees (see Table 3.1 above) in the study area.

3.6.2 Questionnaires

According to Kothari (2006), "a questionnaire is a set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back the filled questionnaire to the researcher". The researcher used questionnaires method in data collection since it wraps large number of respondents in a short time and it does not cost much. The Questionnaire method were applied to other 150 PAYED beneficiaries as well.

3.6.3 Documentary Analysis

Documentation analysis is about gathering data from a secondary source. The documentary sources of data play an important role in disseminating knowledge in all disciplines. Basically, this instrument is used to get information from various documents. In this study, a number of documents were reviewed such as project reports to support the research findings on sustainability of the project understudy

3.7 Data presentation and analysis

Data analysis is the process of bringing order, structure and format of the findings, in this study data was analysed both qualitative and quantitative in nature. In qualitative analysis, the researcher used themes, words and paragraphs in explaining the results with regard to the study objectives. Qualitative analysis was used on data from interview checklist.

Also, quantitative analysis was used to analyse the data, in quantitative analysis the researcher used frequencies, percentages as well as mean average in presentation of the results. The researcher further used graphs as well as tables in the presentation of the findings.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents and interprets the study findings. Data analysis brings order, discussion, structure and meaning to the collected data. The chapter presents the findings of the study while reflecting the study objectives. The study also presents a discussion of the findings.

4.2 Responses Rate

The study targeted a total sample of 170 respondents out of 268, however due to some limitations only 166 (98%) respondents were obtained. The response rate had no any negative impact to the findings hence over 50% of the respondents were obtained in this study. Also, demographic analysis of the respondents was done so as to identify respondent's gender, education background of the respondents. The results of the analysis are presented in the subsections below.

4.2.1 Gender of the Respondents

The researcher was eager to find out how many female and how many male respondents were involved in the study. The results are presented in table 4.1 below.

Table 4.1: Gender of the Respondents

Responses	Frequencies	Percentage
Male	88	53
Female	78	47
Total	166	100

Source: Field Data (2020)

The findings presented in the table 4.1 above shows that 88(53%) of the respondents are male while 78(47%) of the respondents are female. The findings shows that there were female and male respondents but there were more male respondents compared to female respondents being included in this study.

4.2.2 Level of education

The other demographic characteristics that was analyzed in this study was the level of education. The researcher was interested to find out how the level of education of respondents is and how to link education level with the understanding of project sustainability. The results are presented in the table 4.2.

Table 4. 2: Level of Education

Responses	Frequencies	Percentages
Primary education	34	20
Secondary education	37	22
Certificate holder	28	16
Diploma Holder	31	18
Bachelor holder	25	15
Master holder	10	6
PhD holder	1	1
Total	166	100

Source : Field Data (2020)

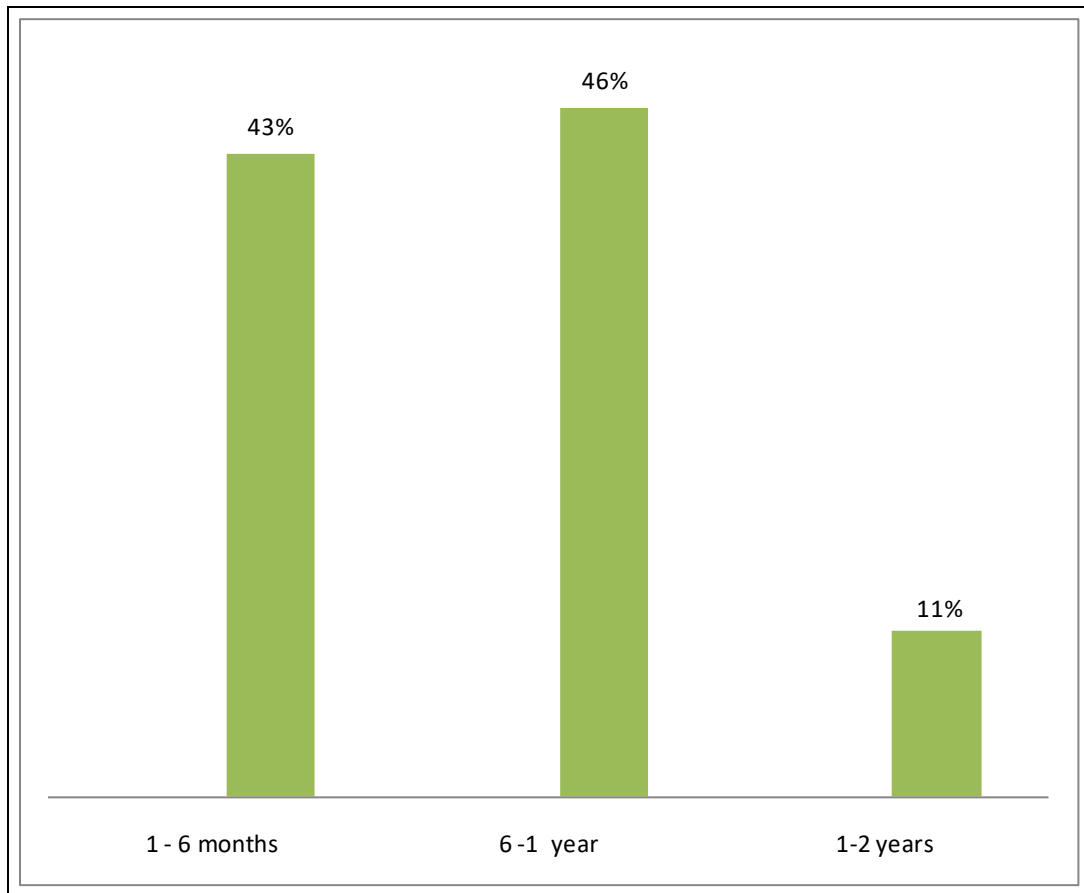
It has been noted that 34(20%) of the respondents have primary level of education, while 37(22%) of the respondents have secondary level of education, whereas 28(16%) of the respondents are certificate holders . Also the study has revealed that 31(18%) of the respondents have argued that they are diploma holders. Moreover, 25(15%) of the respondents have argued that they are holders in bachelor degree. However; 10(6%) of the respondents are holders in masters and only 1 respondent is a holder in PhD.

The findings gives an impression that majority of the respondents are not so highly educated hence most of the them have secondary level of education.

4.2.3 Experience of being At the PAYED

Lastly, the study made analysis on the experience of being at PAYED. The analysis had the aim of associating experience and project sustainability The results are presented in the figure 4.1 below

Figure 4. 1: Experience of Being at Payed



Source: Field Data (2020)

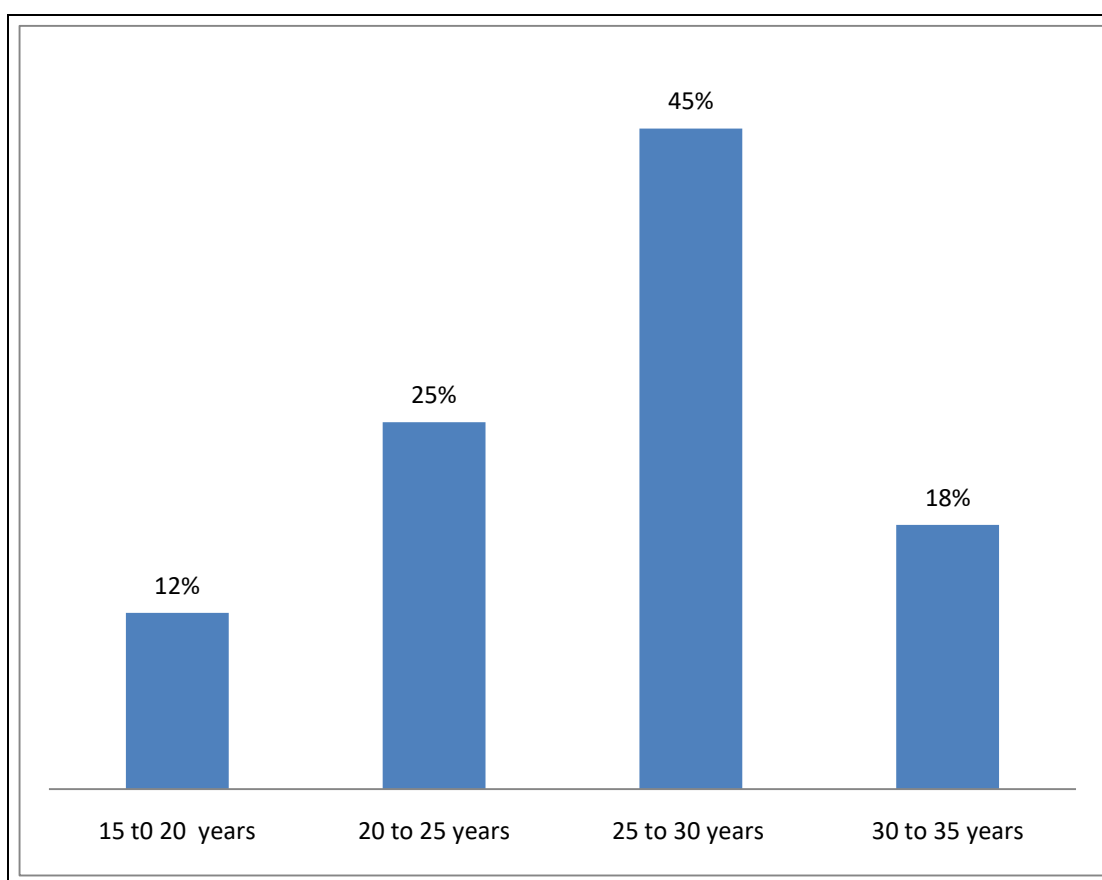
The findings presented in the figure 4.1 above show that 43% of the respondents have less than six months in being at the project, while 46% the respondents have said had an experience of 1 to 2 years of being at the project. Also 11% of the respondents had a experience of 1 to 2 years. The results shows that majority of the respondents have no good experience of being experience of the project.

Also, it has been found that the project was established in 2018, therefore it has lasted for two years only, but even it good be one year yet its sustainability can be researched.

4.2.4 Age of the Respondents

The other demographic analysis that was analyzed in this study was age of the respondents. Since the projects targeted youth, it was the researcher's concern to find out what is the likely age of youth who are included in the project. Hence, age may be one of the factors that may lead to project sustainability. The results are illustrated in the figure 4.2. Below.

Figure 4. 2: Age of the Respondents



Source: Field Data (2020)

The findings presented in the figure 4.2 shows that 12% of the respondents have argued that they are aged between 15 to 20 years of age, while 25% of the respondents aged between 20 to 25 years of age. Also 45% of the respondents are aged between 25 to 30 years of age. And 18% of the respondents aged between 30 to 35 years of age. The findings show that most of the youth who are included in the project

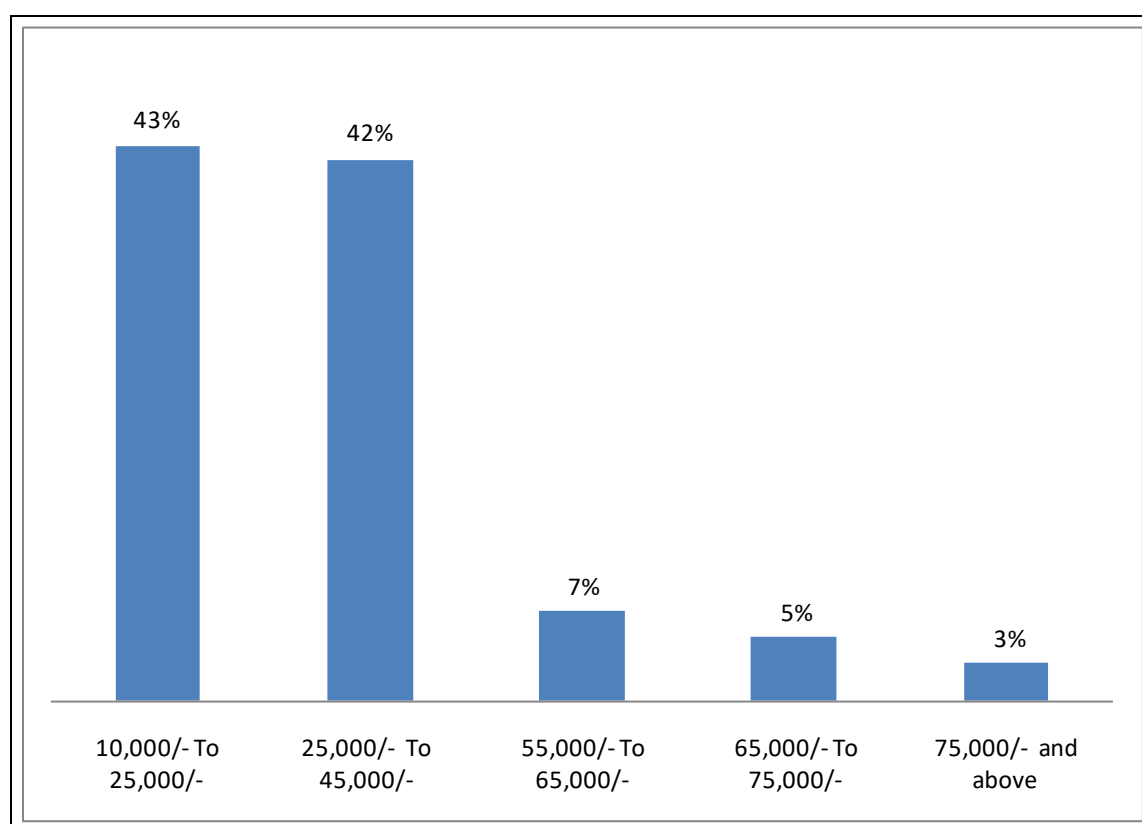
understudy are aged between 25 to 35 years. Also, the Tanzanian youth policy identifies youth to have the common age of only up to 35 years

The findings reflects to the arguments presented by Gao, (2015) the most vulnerable group of youth are aged from 20 to 30, most of them have no proper or identified income, have no the needed skills and if are educated they have employment, therefore most of projects must target them.

4.2.5 Income of the respondents

The study went further looking for income of the participants of the PAYED. The researcher was eager to know what is the level of their income so as to know if the their income determines project sustainability. The results are presented in the figure 4.3 below.

Figure 4. 3: Income of the Respondents



Source: Field Data (2020).

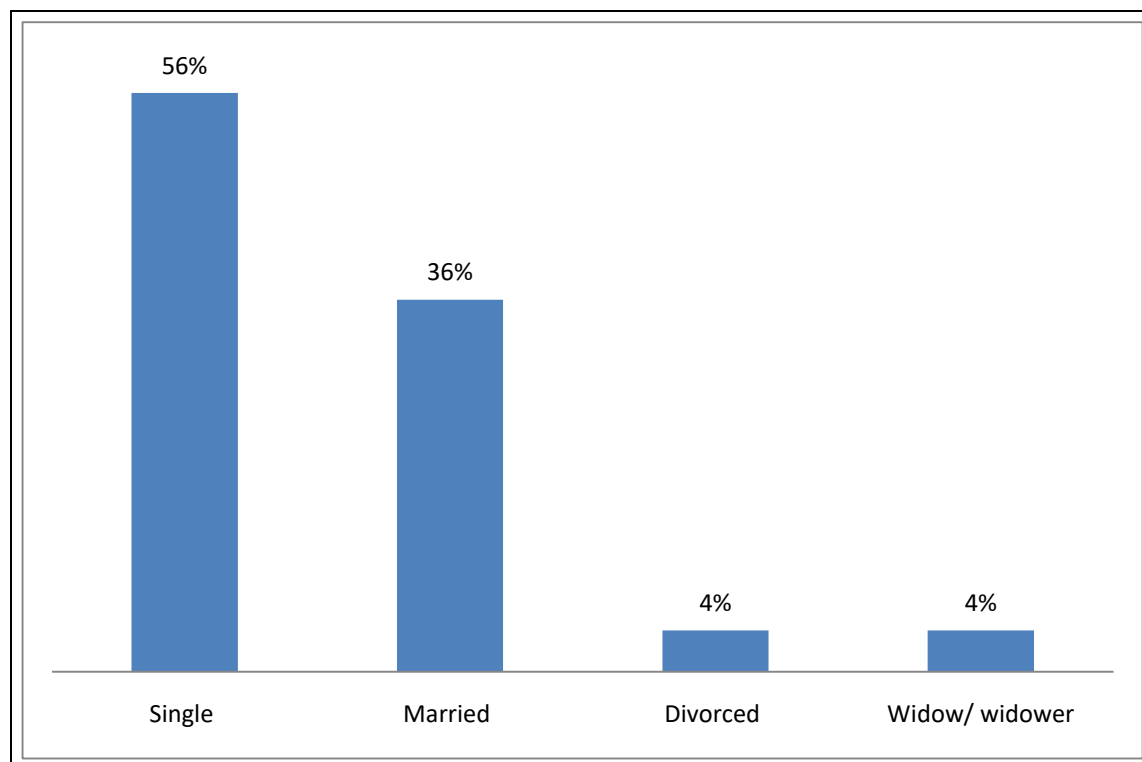
The findings shows that 43% of the respondents have the income between 10,000/- to 25,000/-. While 42% of the respondents have the income between 25,000/0 to 45,000/. Also, 7% of the respondents have the income of 55,000/- to 65,000/- . Moreover, 5% of the respondents have the income of 65,000/- to 75,000 and only 3% of the respondents have the income of 75000/- and above. The findings shows majority of respondents have low income as the income goes up, the number of respondents goes down.

The results gives an impression that PAYED has real selected the right population. Such kind of youth always have no proper of permanent income.

4.2.6 Marital Status

The researcher also wanted to know the status of respondents by marital status. The aim of doing that was to associate the results with the project sustainability.

Figure 4. 4: Marital Status



Source: Field Data (2020).

The results in figure 4.4 show that majorities of the respondents with 56% of the respondents dealing with PAYED were single and followed by 36% respondents of the respondents who were married. On the other hand ten percent (4%) of the respondents were widows or widowers which mean their spouses had died. And only four percent (4%) of the respondents were divorced.

The findings reflects that most of the your are not married at all, this can be due to the fact that they have no any kind of sound economy.

4.3 The influence of stakeholders' involvement in sustainability of PAYED program.

The first objective to this was to assess the influence of stakeholder's involvement in sustainability of PAYED. The researcher was eager to find out what influence stakeholders in the involvement of the project. The analysis was done by looking top- bottom participation, interactive involvement and function involvement. The analysis was done and results are presented in the table 4.1 below.

Table 4. 3: The Influence of Stakeholders' Involvement in Sustainability of Payed Program

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Highly Agree
There is top – bottom stakeholder involvement at the project	12%	13%	5%	32%	38%
There is interactive stakeholders involvement at the project	13%	10%	6%	37%	34%
There is function stakeholder involvement at the project	14%	12%	7%	38%	29%

Source: Field (2020)

The findings presented in the table 4.1 show that 12% of the respondents have strongly disagreed that they have been top – bottom involvement. . Stakeholder involvement is the process by which a project involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the project or within the

community in which it operates, hold relevant official positions or be affected in the long term in the projects so as to have financial support from PAYED.

While 13% of the respondents have just disagreed, 5% of the respondents were just uncertain on the notion understudy. However, 32% of the respondents just agreed and 38% of the respondents strongly agreed. The findings show the project is a youth funded project whereas all of the stakeholders do benefit from project hence are always given grants and loans so as to fund their business.

Moreover, 13% of the respondents have strongly disagreed their involvement in the project. While 10% of the respondents have just disagreed on the notion, 6% of the respondents were just certain on the notion.

However, 37% of the respondents have agreed their involved in the project due to the fact that they will obtain knowledge on business operations and 34% of the respondents have strongly agreed on the statement above. The findings have shown that majority of the respondents have agreed that the project sustainability is due to their opportunity in obtaining business knowledge.

The results of the analysis showed that 14% of the respondents just disagreed while 12% of the respondents have strongly disagreed. Also, 7% of the respondents were just neutral to the statement. However, 38% of the respondents just agreed and 29% of the respondents strongly agreed that their involvement is due to increase marketing and business networking. It has been found that due to the project a number of youth are gathered, therefore each youth come with their business and background and therefore they share experience.

The last variable to the first objective was to obtain the needed experience in the business. The findings shows that 11% of the respondents have disagreed that their involvement in the project is not due to gaining the needed business experience. 10% of the respondents have strongly disagreed on the notion under

study, while 8% of the respondents were just uncertain over the notion. Moreover, 43% of the respondents have agreed on the notion.

Lastly 28% of the respondents strongly agreed that their involvement in the project is due to the fact they were give a chance to broaden their experience. This indicates that the majority of the respondents at least had experience though the level of experience differed from one group to another.

4.4 The influence of level of funding in sustainability of PAYED program

The second objective to this study was be the level of funding in sustainability of PAYED. The researcher was interested to find out if the level of funding was one of the factors that influence sustainability in the PAYED program. The analysis was done by looking on the rate of funding, steady flow of funding and conditions for funding. The results of the analysis are presented in the tables

4.4.1 The Extent of Funding in These Projects

The researcher made analysis on the extent of funding from donors to the projects, the analysis was done by looking on the amount of funds provided in since the project begun. The results are presented in the table 4.4 below

Table 4. 4: The Extent of Funding in these Projects

Years	Level of Funding
2018/19	USD 21,522
2019/20	USD 22,452
2020/21	USD 31,000

Source: Field (2020)

The findings shows that in the year 2018/19 the project received a total of USD 21,522 from donors in the United states of America. While in the year 2019/20 the projects received a total amount of USD 22,452 and in the year 2020/21 the project received a total of USD 31,000. The findings shows that there have an increase of the amount of fund directed to the projects since the beginning of the project till now.

4.4.2 Flow of Funds As Well

Also, the researcher made analysis on the flow of amount of fund provided to the project by looking on the duration and the amount. The results are presented

Table 4. 5: Flow of Funds as Well

Duration	The amount of money
1 st amount in 2018	USD 10761.0
2 nd amount of 2018	USD 5,380.5
1 st Amount of 2019	USD 10,367.5
2 nd Amount of 2019	USD 12,083
1 st amount of 2020	USD 14,100

Source: Field (2020)

The findings shows that in the year 2018 the first amount received was USD 10761.0 while the second amount was USD 5,380.5. it has been found that the amount is provided with regard to the budget requirement with no proper timeframe. Also, 1st Amount of 2019 was USD 10,367.5 followed by USD 12,083, while for the year 2020 so far is USD 14,100

Table 4. 6 : Funding Influence on Project Sustainability

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Highly Agree
There is steady Flow of funding at the PAYED program	14%	10%	4%	36%	36%
There is high rate of funding at the PAYED program	12%	16%	3%	44%	25%
There are conducive conditions for funding PAYED program	13%	15%	5%	43%	25%

Source: Field (2020)

The first control variable which was analyzed was the steadiness of fund flowing to the project thus if there is firmly fixed, supported, or balanced flow of money to the project . The findings showing 14% of the respondents have strongly disagreed that there is no proper and steady flow of fund to the

project. Also, 10% of the respondents have just disagreed. 4% of the respondents were just uncertain, however 36% of the respondents have agreed that there is always proper and steady flow of fund to the project. It has been found that the funds always flow nicely at every end of the budget year.

The other analysis was done on the rate of funding at PAYED program. Thus how much money is always injected in the project in each phase. The analysis showed that 12% of the respondents have disagreed that there is high rate of funding of the PAYED program. Also, 16% of the respondents have strongly disagreed on the statement, but 3% of the respondents were just uncertain. Moreover, 44% of the respondents just agreed that there is high rate of funding of the program and 25% of the respondents strongly agreed. The findings shows that majority of the respondents have agreed that there is good flow of fund to program.

There is no right or wrong way to fund a project and success might be found with just one approach or a combination of the eight ways to fund a project. Looking at different ways of funding encourages projects to behave like businesses and to think creatively about how to use available resources. When a project takes a broad approach to funding it can give them greater awareness and control of their finances (Jope, 2016).

Lastly, the findings showed that 13% of the respondents disagreed that there are no conducive conditions for funding PAYED programs while 15% of the respondents have strongly disagreed over the statement. The findings also showed that 5% of the respondents were uncertain if there conducive conditions or not. However 43% of the respondents have agreed that there are conducive conditions for funding PAYED program and 23% of the respondents strongly agreed.

4.5 The influence of monitoring and evaluation in sustainability of PAYED program

The last objective to this study was to assess the influence of monitoring and evaluation in sustainability of PAYED program in the study area. The analysis was done on whether M&E leads to the implementation of remedial measures, how funds are distributed and if data is collected for future evaluation process for sustainability of the PAYED program. The results are presented in the table 4.5 below.

Table 4.7: M&E on Project Sustainability

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Highly Agree
There is implementation of remedial measure to ensure sustainability of PAYED program	12%	13%	5%	32%	38%
Funds are distributed accordingly	13%	10%	6%	37%	34%
Also information is collected for evaluation of process	14%	12%	7%	38%	29%

Source: Field Data (2020)

The first variable that was analyzed in this study was whether there is implementation of remedial measure to ensure sustainability of PAYED program. The findings shows that 12% the respondents strongly disagreed over the notion. While 13% of the respondents have just disagreed. The findings also showed that 5% of the respondents were just uncertain over the statement under analysis. However, 32% of the respondents just agreed and 38% of the respondents strongly agreed that there is implementation of remedial measures so as to ensure sustainability of the project. Implement remedial measures to get programs back on track and remain accountable to the expected results the programs is aiming to achieve (Jope, 2018).

Moreover, the researcher wanted to find out whether funds are distributed accordingly. Thus if the amount of money from the project employees are provided/ given to the project beneficiaries (youth) as planned The findings

showed that 13% of the respondents have strongly disagreed, while 10% of the respondents just disagreed. 6% of the respondents were uncertain over the notion. However, 37% of the respondents have strongly agreed that funds are distributed as demanded or as planned. Lastly, 34% of the respondents just agreed over the notion. The findings give an impression that funds are always distributed accordingly hence majority of the respondents have argued that funds are always monitored so as they can be delivered where are supposed.

When monitoring activities are not carried out directly by the decision-makers of the program it is crucial that the findings from those monitoring activities are coordinated and fed back to them. Information from monitoring activities can also be disseminated to different groups outside of the organization which helps promote transparency and provides an opportunity to obtain feedback from key stakeholders.

Lastly, the researcher wanted to find out whether information is always collected for evaluation process in the future. It has been noted that 14% of the respondents have strongly disagreed that information is not effectively collected while 12% of the respondents have just disagreed. Also, 7% of the respondents were just uncertain over the notion. Moreover, 38% of the respondents have just agreed on the notion. Also, 29% of the respondents have strongly agreed that information is always collected for future evolution.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter presents the discussion of the findings, whereby the findings of the study are compared and contrasted with existing literature review, so as to see what new materials have been raised. The discussion are presented with regard to specific objectives.

5.2 The influence of stakeholders' involvement in sustainability of PAYED program.

The findings shows that there have high involvement of stakeholders such as youth , One of the approach that is preferred in stakeholder's involvement is top – down approach whereas information is generated from leaders of the project to the members of the project. This project helps members of the project to feel that their part of the project and own the project.

Stakeholder's involvement is one of the pre-requirement of the effective project sustainability and delivery. Stakeholders involvements facilitates to increase stakeholders wellbeing and be inspired by the project. Also it helps in helping to reduce negative environment of the project such corruption or absenteeism. Moreover, stakeholder's involvement leads to scaling up of economic sustainability of the project. (Maina,2013).

The program believes much in imparting knowledge, skills and practical experience to entrepreneurs than providing financial support to youth. The program invests on the quality of business education and practical workshops to beneficiaries. For qualified individuals are provided with the grant ranging from Tshs. 500,000/= to Tshs. 1,000,000/= depending on the type of business and personal attributes of the beneficiary in regard of knowledge grasp and practical results.

The program enhances the performance of small businesses they have funded by linking them with strategic partners. These are producers, manufacturers, financial institutions and logistics partners through such network, the beneficiaries benefit by getting products on time and on credit depending on the arrangement set between the two sides. The program also connect the beneficiaries to the financial institutions products such as savings, credit and investments (PAYED, 2020).

According to Kibacho, (2017), one of the factors that influence business projects in networking. When projects are conducted, youth will meet with a number of people who have different experience and different business as the result they share their experience to each other.

According to Temba (2015) who assessed the role of stakeholders participation on sustainability of donor funded projects whose results revealed that effective participation need to be initiated from the beginning of the project where the mobilisation, implementation and management of the projects need to be performed in partnership between donors and beneficiaries.

This was supported by the study by Mponzi (2017) who revealed that for the project to be sustainable, it should be built in the strategies that will enable it to continue even beyond the funding period. The study found that many programs come to an end when the donors release them to be funded and managed by the community they are built for.

The project addresses the entrepreneurs' skills gap by providing tailored training. Theoretical training is provided by private trainers and the practical part is imparted by the private sector employers who have a practical business perspective and experience. The training curriculum comprises of four subjects which are shop management practice; where the beneficiaries learn merchandising principles and customer care. The second subject is financial management; where the beneficiaries learn about proper record keeping and credit management for proper and sustainable credit facility utilization(PAYED, 2020).

The third subject taught is supply chain management; this equips the entrepreneur with logistics skills and experience, how the products are moved from the source to the end users while managing the transportation costs and other risks. The fourth subject is about investment opportunities. This is key component of creating the sustainable entrepreneur, the beneficiaries are trained to investigate and analyse the business opportunities before competitors. Through this training, the program will improve quality of access to labor market and support youth development policy making

Moreover, the researcher was eager to find out whether there has been interactive stakeholders involvement at the project. Interactive involvement is the process of stakeholders to make joint analysis of the project designing of the action plans. It links projects employees and project beneficiaries on the designing of the projects

5.3 The influence of funding in sustainability of PAYED program.

The grants and loans are always provided actively. It refers to ensuring a steady flow of funds and generating revenue for maintaining and continuing the organizations work.

Looking at the perspective of donors and NGOs, sustainability of a project simply implies the continuation of project activities and sustenance of project outcomes after the initial/primary grant expires. Most donors are concerned about sustainability aspect of a project and often fund projects which have a well defined sustainability plan in place. It is a challenge for NGOs to ensure a steady flow of funds for executing their projects and programs. Integrating sustainability principles in their ongoing projects can be an effective way to ensure long term impact (Gao, 2017)

The findings showed that majority of the respondents agreed that there are nice conditions upon provision of funds. Donor funded projects are projects which rely on external financing from donors for its implementation (Simon, 2018). The project aims at creating independence among decentralized institutions of vulnerable groups that become a sustainable component of local governance systems. The projects is

initiated through investment of initial funds, technical or other resources in institution building and direct transfer of resources to the local level, where the beneficiaries has the freedom to manage and utilize (Christine et al., 2015).

Roberta & Parker (2016) studied the impact off youth development services on resilience attitude of girls in USA where the findings revealed that the longer the person is in the program the better she scores in relationship, insight and creativity. This concludes with the sustainability of culture to girls is affected by the period they are subjected into the same. Despite of clear findings obtained by researchers, the study used only girls on its analysis, as a result, the results cannot be generalised to all youth.

5.4 The influence of monitoring and evaluation in sustainability of PAYED program.

The findings shows majority of the respondents have agreed over the statement. It has been noted that there is two and flow collection of data so as better decisions can be done with the reflection to the actual phenomena.

Impact evaluation measures the difference between what happened with the program and what would have happened without it. It answers the question, “How much (if any) of the change observed in the target population occurred because of the programme or intervention?” Rigorous research designs are needed for this level of evaluation. It is the most complex and intensive type of evaluation, incorporating methods such as random selection, control and comparison groups (Kibacho, 2017).

Impact evaluations may not always be called for, or even appropriate for the needs of most programmes and interventions looking to monitor and evaluate their activities.

To measure programme impact, an evaluation is typically conducted at the start (known as a baseline) and again at the end (known as an endline) of a programme. Measurements are also collected from a control group with similar characteristics to the target population, but that is not receiving the intervention so that the two can be compared.

Attributing changes in outcomes to a particular intervention requires one to rule out all other possible explanations and control for all external or confounding factors that may account for the results.

An evaluation of the impact of a campaign to raise awareness around the provisions of a recently enacted law on violence against women for example would need to incorporate:

Baseline data on awareness of the law's provisions prior to the campaign for the intervention group; end line data on awareness of the law's provisions after the campaign for the intervention group; baseline data on awareness of the law's provisions prior to the campaign for a closely matched control group not exposed to the campaign; and end line data on awareness of the law's provisions after the campaign for a closely matched control group not exposed to the campaign.

End line data allows the programme to see if there were external/ additional factors that might influence the level of awareness among those not exposed to the campaign. If the study design does not involve a randomly-assigned control group, it is not possible to make a definitive statement regarding any differences in outcome between areas with the programme and areas without the program. However, if statistically rigorous baseline studies with randomly assigned control groups cannot be conducted, very useful and valid baseline information and end line information can still be collected. Evaluation requires technical expertise and training. If the programme does not maintain the capacity in-house, external evaluators should be hired to assist.

The study was also conducted by Kuria and Wanyoike (2016) on factors influencing donor funded projects in Nakuru County. The study was conducted in Nairobi Kenya. The study had three objectives and three research questions. The study used only questionnaires in data collection. The study used a sample of 56 respondents. Chi-square was used in data analysis. The results found that for sustainable projects, community should be involved in all stages from planning to monitoring of the

project. This will bring about the sense of ownership and responsibility towards achieving the project objectives.

Mazibuko (2007) came out with different perspective on project sustainability. The researcher conducted research on enhancement of project sustainability beyond donor support in South Africa, 46 respondents were recruited as the sample size. Data was obtained through questionnaires. Chi- square was used in data analysis. The study wanted to establish the relationship between the variables; where with the finding that it is difficult to predict sustainability due to the risks and uncertainties accompanied with projects. The researcher emphasized on the importance of good government policies to equip poor people and help them to control resources rather than providing them projects which die in short period after its completion.

This was supported by the study of Ochieng (2016) who studied the factors impacting donor funded projects in Kenya where he observed many projects collapse midway and those completed do not benefit the intended community for a long time as expected. The researcher recommended on the training to project staff and collaboration of the community from initial stages of the projects implementation.

CHAPTER SIX

SUMMARY , CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This is the last chapter of this dissertation. A chapter that gives a general summary of the study, it presents the conclusion and recommendations of the study.

6.2 Summary of the study

The general objective of the study was to assess the factors influencing the sustainability of donor funded projects to youth groups in Tanzania. The Case Of PAYED. The study was guided by three objectives which were assessing the influence of stakeholders' involvement in sustainability of PAYED program, evaluating the influence of level of funding in sustainability of PAYED program and the influencing of monitoring and evaluation in sustainability of PAYED program

In chapter two, a number of concepts and ideas were presented so as to have a better understanding of the way forward of the study. The chapter presented definition of key terms which were project sustainability and donor funded projects. Also, participatory theory and sustainability theory were used so as to draw a smart discussion on the findings of the study.

Empirical literature review was presented so as to identify the existing gaps in the context of project sustainability. Moreover, conceptual framework presented the independent and dependent variables of the study.

The study adopted case study design. The study's population was from PAYED project beneficiaries and employees. A sample of 166 was recruited through the use of simple random techniques. Data was collected through the use of questionnaires and interviews. Both qualitative and quantitative approaches were used in data analysis and presentation followed by a discussion.

6.3 Conclusions

Sustainable development is a state where the demands placed upon the environment by people and commerce can be met without reducing the capacity of the environment to provide for future generations. The fundamental principle is for businesses to perform tasks and services that are effectively and efficiently produced and promote sustainability in the society as a whole.

There are number of factors which influence sustainability funded projects such as involvement of key stakeholders, such as top- bottom involvement, interactive participation and function participation that lead to sustainability of the project.

Moreover, level of funding of the project is among the key factors that influence sustainability of PAYED project hence there have been steady flow of funds from donors, high rate of funding to beneficiaries, and there have been fair conditions on funding of the project from donors

It has been found that there have monitoring and evaluation of the projects so to have project sustainability through implementation of remedial measure to ensure project sustainability, also funds are distributed according and information is collected for evaluation process.

Project sustainability is now a common approach related to the management of projects, programs, institutions, organizations, people, and other entities requiring effective and efficient production, marketing, distribution, and the delivery products and services. Generally, for projects to be sustained, certain metrics and standards need to be set from project identification through feasibility studies, formulation, design, appraisal, funding, implementation, monitoring, and evaluation.

6.4 Recommendations

Both project managers and project teams should come with good approaches on monitoring and evaluation to make sure that project reach their intended goals so as to have project sustainability.

The project beneficiaries who are youth from Ubongo and Ilala districts, should have a clear understanding that PAYED project is theirs, therefore, they should make necessary understanding of the projects, by effectively participation in the project from the initial stages to the last stage.

Moreover, project employees should effectively involve the project beneficiaries from initial stage, so as the can take part from planning stage to finalization stage. This will help both the project employees and project beneficiaries to understand well the goal objectives of the project and reach project sustainability.

Also, the study recommends donors should provide fund for the project in a more regular and proper way, thus the fund should be in each quarter of the year, this will the project sustainability. The fund should not provide haphazardly.

The study recommends that other stakeholders in the project such as banks, SACCOS and VICCOBA should be effectively involved in the project so as they can help youth to continue with their business even after the project is over by providing the youth with loans and grants.

Lastly, it is recommended that there should effective monitory and evaluation on every stage of the project so as to check and balance on the performance of the project and ensure that project sustainability is reached.

6.5 Areas for Further Studies

More studies should be done on the awareness project beneficiaries on the core goals of the project and how it influences project performance.

Also, other studies should be done on the effects of donor funded projects on community development.

As presented above M&E has been referred as one of the areas that influence project sustainability, it is the researcher's concern to find out the impact of M&E on project performance in local government authorities in Tanzania.

Moreover, more studies have to be done stakeholders participation on decision making on project performance.

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APPENDICES

1. Questionnaires

I am a student at Mzumbe University, studying the Master of Business Administration in Corporate Management (MBA-CM). I am also carrying out a study on the *Factor Influencing Sustainability Of Donor Funded Projects To Youth Groups In Tanzania: The Case Of Technoserve In Payed Project*. I hereby request you to provide the need information so as to complete the study. The information provided will be used for academic purpose only.

Part A: Background Information

1. Please identify your gender
 - a) Male
 - b) Female
2. Please identify your level of education
 - a) Primary level of education
 - b) Secondary level of education
 - c) Certificate holder
 - d) Diploma holder
 - e) Bachelor degree holder
 - f) Masters holder
 - g) PhD holder
3. Your marital status
 - a) Single
 - b) Married

c) Divorced

d) Widow /widower

4. For how long have you been PAYED Beneficiaries?

a) Less than six months

b) 6 months to 1 year

c) 2 years to 4 years

d) 4 years to 6 years

e) 6 years to 8 years

f) 10 years and above

Part B: The influence of stakeholders' involvement in sustainability of PAYED program.

Please indicate tick on the correct answer

1.Strongly Agree

2. Agree

3. Neutral

4. Disagree

5. Strongly Disagree

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Highly Agree
So as to obtain financial support					
To gain new Knowledge on the business operations					
To increase marketing and business networking					
To have the needed experience in business					

PART C: The influence of level of funding in sustainability of PAYED program

Please indicate tick on the correct answer

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Highly Agree
There is steady Flow of funding at the PAYED program					
There is high rate of funding at the PAYED program					
There are conducive conditions for funding PAYED program					

**PART D: The influence of monitoring and evaluation in sustainability of
PAYED program**

Please indicate tick on the correct answer

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Highly Agree
There is implementation of remedial measure to ensure sustainability of PAYED program					
Funds are distributed accordingly					
Also information is collected for evaluation of process					

2. Interview Guide

- Is there steady Flow of funding at the PAYED program?
- Is there high rate of funding at the PAYED program?
- Are there conducive conditions for funding PAYED program?
- Is there implementation of remedial measure to ensure sustainability of PAYED program?
- Are funds distributed accordingly?
- Is information collected for evaluation of process?