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ADDIS ABABA UNIVERSTIY

SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

**PRACTICES AND CHALLENGES OF SUSTAINABLE PROJECT MANAGEMENT:
THE CASE OF MARY JOY ETHIOPIA ADDIS ABABA**

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**In Partial fulfillment for the Requirements of the Award Master of Arts Degree in Project
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**PRACTICES AND CHALLENGES OF SUSTAINABLE PROJECT MANAGEMENT IN
MARY JOY, ADDIS ABABA CITY ADMINISTRATION, ETHIOPIA**

BY: Etsegenet Million

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DECLARATION

I, the undersigned, declare that the thesis titled “Practices and Challenges of Sustainable Project Management in Mary joy, Addis Ababa City Administration, Ethiopia”, is my original work and that all sources of materials used for the thesis have been dully acknowledged.

Signature: _____ Date: _____

Certification

This is to certify that Etsegenet Million has carried out this research work on the topic entitled “Practices And Challenges Of Sustainable Project Management: The Case Of Mary Joy Ethiopia Addis Ababa” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the Degree of Master of Arts in Project Management.

Dr. Bahran A. (Asst. Prof.)

Signature _____

Date _____

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Acronyms/abbreviations

ANC: Antenatal Care

APM - Association for Project Management

ASRH: Adolescent Sexual and Reproductive Health

CCPM Critical Chain Project Management

CNE: Community Needs & Expectations

CSR - Corporate Social Responsibility

EMAS - Eco-Management and Audit Scheme

EPM - Enterprise Project Management

GPM - Green Project Management

IGA: Income Generating Activities

OPD: Outpatient Department

OVC: Orphan and Vulnerable Children

PMBOK: Project Management Body of Knowledge

PMI - Project Management Institute

PMP - Project Management Professional

PMTCT: Prevention of Mother-to-Child Transmission

PNC: Postnatal Care

PPM - Portfolio Project Management

PPP - Public-Private Partnerships

PRINCE2 - Projects IN Controlled Environments 2

SDGs - Sustainable Development Goals

SMEs: Small and Medium-sized Enterprises

SPSS - Statistical Package for the Social Sciences

VSLA: Village Saving and Loan Association

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ABSTRACT

This research investigates the practices and challenges of sustainable project management: The case of Mary Joy Ethiopia (MJE) Addis Ababa branches, a non-profit organization focusing on livelihood enhancement, education, health, and public-private partnerships (PPPs) in Ethiopia. Employing a descriptive survey design with a mixed-methods approach, the study aims to identify the factors hindering the long-term sustainability of MJE's projects and the best practices that can be implemented to improve project impact. The study involved using cluster sampling to survey all 64 employees (24 female and 40 male) within the Addis Ababa branch of MJE, as well as conducting interviews. Quantitative data from the survey is analyzed using descriptive statistics in SPSS, while thematic analysis was used to extract insights from the qualitative data. The findings reveal various organizational, human resource, financial, stakeholder involvement, project impact, and strategic factors that affect the sustainability of MJE's projects. Key challenges include limited financial resources, inadequate stakeholder engagement, and lack of long-term planning. The study also identified best practices such as strengthening public-private partnerships, improving community participation, and enhancing project monitoring and evaluation. Based on the findings, the study concluded that integrating sustainable practices into project management is crucial for non-profit organizations like MJE working in developing countries. The research recommends that MJE prioritize capacity building, resource mobilization, and stakeholder collaboration to enhance the long-term sustainability of its projects.

Key Words: Capacity building, Community well-being, Diversified funding, Environmental Non-profit organizations, Project management, Stakeholders, Strategies, Sustainability

CHAPTER ONE

1. INTRODUCTION

This Chapter presents the background of the study, statement of the problem, objective of the study, research question and significance of the study. The chapter further presents scope of the study, limitation of the study and operational definition of the study. The introduction serves to provide a comprehensive overview of the research, outlining its context, objectives, and significance. It sets the stage for understanding the practice and challenges of sustainable project management focusing on livelihood enhancement, education, health, and private-public partnerships (PPP) within the context of Mary Joy Ethiopia.

1.1 Background of the study

Sustainability is an important tool for understanding the social, economic, and environmental impacts of projects and project management. Sustainability inherently considers the long-term nature of each situation and seeks to integrate the social, environmental, and economic aspects of a project. Project management (PM), on the other hand, is more concerned with the timing of the project and the goal of meeting the project's time, budget, and quality standards (Silvius et al., 2012).

Different academics and practitioners have given various definitions and conceptualizations of sustainability in projects. According to Carboni, Duncan, Gonzalez, Milsom, and Young (2018), cited in Zakrzewska (2022:702), "it is the application of methods, tools, and techniques to achieve a stated goal while taking into account the project outcome's entire life cycle to ensure a net positive impact on the environment, social impact, and economic impact." Similarly, Armenia, Dangelico, Nonino, and Pompei (2019), as cited in Zakrzewska (2022:702), define a sustainable project as "the managerial practice aiming at pursuing project objectives by maximizing economic, social, and environmental benefits through the proactive involvement of stakeholders, the consideration of the extended life cycle of resources, processes, and effects, and continuous organizational learning." Additionally, Brzozowska, Pabian, and Pabian (2021), as cited in Zakrzewska (2022:702), argue that it is "an activity that consists in planning, organizing, leading, and controlling, carried out in accordance with the principles of sustainability, as a result of which the project team achieves project goals."

The implementation of sustainability in PM determines the entire life cycle of the project. Integrating the economic, environmental, and social aspects of project management will lead to changes in the business environment (Silvius et al., 2012). Project managers (PMs) expressed concerns that this integration would impact project management and PM capabilities (Silvius and Schipper, 2014). As an integrated approach to project management, sustainable project management secures social, environmental, and economic aspects at all stages of the project's life cycle. Sustainability in project management aims to create measures that support long-term health and the environment as well as short-term success.

Sustainability is important to project management because it provides a better understanding of how the business interacts and impacts the larger world. Sustainable project management is the planning, monitoring, and control of the project delivery and promotion process, taking into account the environmental, financial, and social aspects of the life cycle of the project's resources, layer standards, delivery, and impact. It is carried out with the participation of participants, in a transparent, fair, and honest manner (Silvius and Schipper, 2014).

Integrating sustainability principles can help reduce risks associated with climate change and resource depletion (Lombardi et al., 2020). For example, the use of renewable energy or water conservation in construction can reduce dependence on renewable energy sources and ensure long-term sustainability. In addition, sustainable projects often encourage innovation and collaboration, allowing for more flexible and efficient project execution. As suggested by project management leaders (Association for Project Management (APM), 2023), integrating security from the beginning can support broader decision-making and oversight in examining environmental and social issues. Additionally, research shows a link between sustainability and overall health (World Happiness Report, 2020). By ensuring that these projects are long-lasting, we contribute to a healthy environment, financial savings, and ultimately a happy life. Maintaining a stable position in the project is important to ensure the long-term success and profitability of the project. Sustainable project management is about more than achieving goals within budget and time. It takes into account the environmental, social, and economic impacts of a project throughout its life (Morris, 2013). This integration is designed to reduce negative impacts and increase efficiency, ensuring projects continue to deliver results after completion.

Across the globe, countries are increasingly recognizing the importance of sustainable project management. Research highlights a range of experiences that showcase both successes and

challenges. Developing countries also provided good insight. For example, a study by Ngugi et al. (2019) in Kenya explored the use of sustainable management in infrastructure projects. The findings highlight the importance of community participation in the planning and implementation processes. By bringing together local knowledge and needs, projects can ensure long-term water security and minimize social impacts. These examples demonstrate how sustainable management practices can be adapted to address specific regional challenges and priorities.

Another hurdle identified in practical research is the issue of short-termism versus long-term benefits. A study by Miller et al. (2018) explores this challenge. The focus on immediate profits and economic gains can often overshadow the long-term benefits of sustainable practices, such as conserving resources for future generations. This short-sighted approach makes it difficult to implement policies and business models that prioritize long-term environmental and social well-being.

In Ethiopia, the concept of sustainable project management is gaining traction as organizations recognize the importance of integrating sustainability principles into their projects. However, there are significant debates and gaps in the practices and challenges of implementing sustainable project management.

A key debate in the Ethiopian context revolves around the role of community participation in sustainable project management. Research by Gebremariam et al. (2020) highlights that involving local communities in the planning and implementation stages of projects is crucial for their long-term success. The study found that community participation enhances the relevance and acceptance of projects, leading to more sustainable outcomes. However, integrating local knowledge and ensuring meaningful participation can be challenging due to diverse cultural backgrounds and varying levels of education among community members.

Another significant gap identified in the national context is the lack of adequate training and capacity building for project managers. A study by Tesfaye and Abera (2018) revealed that many project managers in Ethiopia lack the necessary skills and knowledge to effectively implement sustainable project management practices. This gap is often due to limited access to professional development opportunities and resources. The research suggests that targeted training programs and capacity-building initiatives are essential to equip project managers with the skills needed to incorporate sustainability into their projects.

Funding is a critical challenge for sustainable project management in Ethiopia. According to a study by Mekonnen and Tadesse (2019), many projects struggle to secure the necessary financial resources to implement sustainable practices. This challenge is exacerbated by the reliance on short-term funding cycles, which often do not align with the long-term nature of sustainability goals. The research calls for innovative funding mechanisms and increased investment in sustainable projects to bridge this gap.

The regulatory and policy framework for sustainable project management in Ethiopia is another area of debate. A study by Assefa and Berhanu (2021) indicates that while there are policies in place to promote sustainability, their implementation and enforcement are inconsistent. The researchers argue that there is a need for more robust and coherent policies that provide clear guidelines and incentives for integrating sustainability into project management. This includes developing standards and regulations that align with international best practices.

Technological advancements offer significant potential for enhancing sustainable project management. However, research by Hailu and Tekle (2020) points out that access to these technologies is limited in many parts of Ethiopia. The study highlights the need for investment in infrastructure and technology transfer to ensure that project managers can utilize modern tools and techniques to achieve sustainability goals.

Conducting thorough environmental and social impact assessments (ESIA) is a critical component of sustainable project management. However, a study by Bekele and Kassa (2017) found that many projects in Ethiopia either do not conduct comprehensive ESIA or fail to act on the findings. The researchers emphasize the importance of integrating ESIA into the project lifecycle and using the results to inform decision-making and mitigate negative impacts.

This research is aimed at exploring the practices and challenges faced by Mary Joy Ethiopia (MJE) in implementing sustainable development initiatives across various sectors, including livelihood enhancement, education, health, and public-private partnerships (PPPs). By identifying the practices and challenges, the study seeks to provide valuable insights that can inform strategies to enhance the sustainability of projects and improve the organization's ability to bring about lasting improvements in the lives of its target groups.

1.2 Statement of the problem

Despite its expanding importance, incorporating sustainability into project management presents obstacles. The challenges facing projects are evident in NGO driven projects as well. According to studies conducted, the common obstacles associated with NGO interventions are linked to the difficulties in scaling-up and ensuring sustainability (UNESCO,2009).

One of the primary challenges is the lack of standardized guidelines and metrics for measuring sustainability outcomes in projects (Larsson & Larsson, 2019) cited in Orieno, et.al., (2023). This makes it difficult to analyze projects' genuine sustainability impact and compare them based on sustainability indicators. Implementing sustainable practices also presents challenges.

A study by (Loose et al. 2019) examining infrastructure projects in reveals difficulties in balancing economic considerations with environmental and social goals. Short-term cost pressures can sometimes overshadow long-term sustainability benefits.

The challenges facing projects are evident in NGO driven projects as well. According to studies conducted, the common obstacles associated with NGO interventions are linked to the difficulties in scaling-up and ensuring sustainability (UNESCO,2009).

The following are stated as problems of sustainability of projects especially driven by NGOs: Lack of clear vision and leadership, lack of organizational capacity, improper program evaluation, absence of adaptability, poor communications. Insufficient and delayed strategic financing/diversified funding and absence of broad base of community partners; participation.

With regard to MJE, it encountered in the reporting period (2020) the following problems, among others, the followings are mentioned as critical: A number of planned trainings, stakeholder meetings, resource mobilization efforts have been canceled due to the threat from COVI-19 pandemic. Frequent challenges of peace and security in Ethiopia, negatively affected the smooth program implementations.

As the time goes on securing external finance has been becoming challenges due to resource constraints and donor fatigue (MJE Annual Report, 2020).

Some studies more specifically on MJE were conducted. For instance, Dawit (2020) carried out a study on MJE Yeka Sub-city, A.A.

In his study on MJE, Dawit (2020) identified the following challenges Yeka Sub-city, Addis Ababa. According to him, the challenges which faced the organization for lack of delivering service effectively for its clients include: Sponsors are not responding too quick, termination of sponsors, weak private sectors, difficulty of accommodating too many clients, Financial constraint due to lag of the sponsors to pay what is expected from them to pay, low participation of individuals groups and unions, dependence on external funding, lack of coordination among the organization staff members, capacity limitation and other challenges.

The presence of such and other unidentified problems in MJE, imply that there is a need for research in this organization.

Therefore, the purpose of this research was to investigate the practices and challenges of sustainable project management: The case of Mary Joy Ethiopia (MJE) Addis Ababa branches.

1.3 Research questions

- What are the key challenges hindering the sustainability of projects implemented by Mary Joy Ethiopia?
- What are the key Practices adopted in Mary joy Ethiopia concerning project sustainability?
- What is the role of stakeholders, including project managers, policymakers, and communities, in promoting sustainability within project management in the organization?

1.4 Research objectives – general and specific

1.4.1 General Objective:

The primary objective of this research project is to assess the practices and challenges of sustainable project management.

1.4.2 Specific Objectives:

1. To identify the key challenges hindering the sustainability of projects implemented by Mary Joy Ethiopia.

2. To identify key practices that can improve the long-term impact and continuity of Mary Joy Ethiopia's projects.
3. To explore the roles and responsibilities of various stakeholders (project managers, policymakers, communities) in promoting sustainable project management practices.

1.5 Significance of the study

This study delves deeper into the specific challenges faced by non-profit organizations in developing countries when integrating sustainability into project management. This will enhance our understanding of the factors influencing successful integration within this context. Furthermore, by examining the role of internal and external factors within Ethiopia, the research contributes to a more geographically specific knowledge base on sustainable project management practices. Finally, the research aims to identify and recommend best practices for Mary Joy Ethiopia and similar organizations, contributing to the broader body of knowledge on sustainable project management in developing countries.

This research on sustainable project management practices within Mary Joy Ethiopia offers valuable insights for various stakeholders. Project managers in non-profit organizations can gain practical strategies to integrate sustainability into their projects, leading to more responsible development initiatives. Policymakers can use the findings to develop regulations and incentives that promote sustainable practices within the non-profit sector in Ethiopia. Additionally, donors and funding agencies can learn how to structure their funding mechanisms to encourage and support sustainable project management by non-profit organizations. Essentially, this research equips stakeholders with knowledge to create a more sustainable development landscape within the Ethiopian non-profit sector.

This research lays the groundwork for future studies by identifying specific areas within sustainable project management that warrant further investigation in the non-profit sector of developing countries. The research methodology employed, including the mixed-methods approach and data collection techniques, can inform future researchers exploring similar topics. Additionally, this research focuses on the current situation. Future studies can build upon this work by conducting longitudinal research to assess the long-term impacts of implementing the recommended best practices on project sustainability outcomes.

1.6 Scope of the study

This research defines sustainable project management as the practice of managing projects while considering the environmental, social, and economic impacts throughout the project lifecycle. It focuses on minimizing negative impacts and maximizing positive contributions to long-term sustainability.

The research focused on Mary Joy Ethiopia's project sites across Addis Ababa. It investigated existing project data, staff and stakeholder perceptions, and the specific context of the organization's work. The research did not explore sustainable project management practices in other countries or within the for-profit sector.

The research employed descriptive statistics like mean and standard deviation to analyze quantitative data. SPSS Version 22 was used for the analysis of quantitative data. The qualitative data, gathered through interviews, was analyzed narratively to capture the lived experiences and challenges faced by project managers in integrating sustainability principles.

For this study, cluster sampling was used to select the sample. The primary cluster of interest was the Addis Ababa branch of MJE, due to logistical considerations and the concentration of employees in this location. Within this cluster, a census approach was employed, including all employees working across Addis Ababa (N = 64). The data was obtained from MJE. The gender breakdown was 24 females and 40 males.

1.7 Limitations of the study

While conducting this research, several limitations were encountered that could have impacted the results and overall findings.

One significant challenge was the conflict arising from scheduling and availability issues with respondents. Many employees had busy schedules, making it difficult to arrange interviews and distribute questionnaires in a timely manner. This resulted in delays and a smaller sample size than initially intended, potentially affecting the comprehensiveness of the data collected.

Additionally, the research was confined to Mary Joy Ethiopia's project sites in Addis Ababa, which limits the generalization of the findings to other branches or regions. Future research should

consider expanding the scope to include branches outside Addis Ababa. This would provide a more comprehensive understanding of the organization's practices and challenges across different regions, enabling more effective and tailored strategies for sustainable project management throughout Mary Joy Ethiopia.

Despite these challenges, this study highlights critical areas for improvement in sustainable project management at Mary Joy Ethiopia.

1.8 Organization Of The Study

This study is organized into several chapters. Chapter 1 covers the background of the study, statement of the problem, research questions, objectives, significance, limitations, definitions, and organization of the study. Chapter 2 provides a review of related literature. Chapter 3 discusses the research design and methodology, outlining the approach and techniques used to collect and analyze data. Chapter 4 presents the data, along with analysis and interpretation of the findings. Finally, Chapter 5 offers conclusions based on the research findings and provides recommendations for future practice and research.

1.9 Operational definition of key terms

Agile Project Management: An iterative project delivery approach emphasizing frequent feedback loops, collaboration, and adaptation to ensure sustainability considerations are integrated throughout the project life-cycle.

Critical Chain Project Management (CCPM): A scheduling method that identifies the critical chain of tasks and proactively mitigates risks to ensure project success while considering environmental and social impacts.

Ecosystem Services: The natural resources or processes that contribute to a project's social and economic goals while promoting long-term ecological balance.

Environmental Impact: The measurable changes a project has on air, water, soil, climate, and habitats during its life-cycle.

Integration Level: The extent to which sustainability principles are embedded in all project stages, from planning to operation and maintenance.

Natural Capital: The stock of natural resources used or potentially affected by the project, with a focus on responsible use of renewable resources and minimizing use of non-renewable ones.

Project Management Practices: The tools and techniques used to plan, execute, control, and close projects, ensuring sustainable outcomes are achieved alongside traditional goals.

Project Sustainability: The ability of a project to deliver lasting economic, social, and environmental benefits while minimizing negative impacts.

Risk Management: Identifying, assessing, and mitigating potential environmental and social risks alongside traditional project risks to ensure project success and sustainability.

Social Impact: The measurable effects a project has on people and communities, focusing on positive outcomes like improved livelihoods and social equity.

Systems Approach: A project management approach that recognizes the interconnections of social, economic, and environmental aspects to achieve sustainable project outcomes.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2. INTRODUCTION

This chapter reviews the literature related to sustainable project management. It covers the concepts and characteristics of sustainable project management, its importance, scope, challenges, and practices. Additionally, it examines the current practices at Mary Joy Ethiopia, factors affecting the sustainability of projects, and provides an empirical review of sustainable project management.

2.1. Concepts of Sustainable project Management

Numerous scholars and specialists characterized economical extend administration (SPM) on their possess ways. The taking after is a few of the definitions: Sustainable extend administration is “the application of strategies, devices, and methods to accomplish a expressed objective whereas taking into account the extend outcome’s whole life-cycle to guarantee a net positive affect natural, social, and financial impact” (Carboni, Duncan, Gonzalez, Milsom, Youthful (2018).

As to Armenia, Dangelico, Nonino, Pompei (2019), it is” the administrative hone pointing at seeking after extend targets by maximizing financial, social, and natural benefits through the proactive inclusion of partners, the thought of the amplified life cycle of assets, forms, and impacts, and nonstop organizational learning”. Brzozowska, Pabian, Pabian (2021) on their portion characterized it as: “an action that comprises in arranging, organizing, driving, and controlling, carried out in understanding with the standards of maintainability, as a result of which the venture group accomplishes venture objectives. Sustainable venture administration alludes to actualizing ventures that will serve to bolster future eras and society in financial, natural, and social benefits (Robichaud and Anantatmula (2011) cited in Chow, et al., (2021). Support ability implies assembly the organizational objectives and destinations without compromising or influencing the capacity of the up-and-coming eras of the firm to accomplish its objectives (Karthik, 2023).

Maintainability goes past basically accomplishing introductory venture targets. Venture administration best hones emphasize the significance of maintaining benefits indeed after give subsidizing closes (Venture Administration Founded (PMI), 2023). This requires proficient asset utilization and a long-term center on positive impacts. Cases incorporate planning energy-efficient buildings or executing renewable vitality sources. These progressing endeavors minimize negative natural results and guarantee the project's enduring contributions. Sustainable venture

administration (SPM) speaks to a worldview move in conventional venture administration hones, emphasizing the integration of financial, natural, and social measurements to accomplish long-term reason-ability and partner esteem. Cleland and Ireland (2007) emphasize the vital plan and execution angles of extend administration, laying the basis for understanding how support-ability standards can be implanted into extend systems.

Concurring to Silvius, A. J. G., Schipper, R., Planko, J., & Brink, J. V. D. (2009) Feasible Extend Administration is the administration of extend organized alter in arrangements, resources or organizations, with thought of the prudent, social and natural effect of the extend, its result and its impact, for presently and future eras. Anita (2023) demonstrates that maintainable venture administration offers a horde of benefits that expand past the conventional domains of extend victory. The six key advantages cost reserve funds, supply chain strength, progressed picture and partner relations, improved development, long-term resiliency, and positive natural impact underscore the transformation control of coordination maintainability into extend hones. From diminishing operational costs and cultivating development to bracing supply chains and contributing to a positive worldwide natural affect, the appropriation of feasible venture administration is not fair a dependable choice but a vital one.

Sustainability, by its exceptionally nature, is concerned with the long term of any given circumstance and works to combine the project's social, natural, and financial components. On the other hand, venture administration (PM) is more concerned with the project's length and points to meet the project's planning plan, budget, and quality benchmarks. Silvius et al. (2012) state, be that as it may, that the utilize of maintainability in PM takes the project's whole life cycle into account.

Sustainability of ventures are frequently spoken to with its four columns of center: - human, social, financial and natural known as the four columns of support-ability.

Another definition of support-ability concurring to National Scholastic Press (1999) cited in Molamohamadi, et.al., (2013:37) is “the level of human utilization and movement, which can proceed into the predictable future, so that the frameworks giving merchandise and administrations to the people, holds on uncertainly.

The focus of SPM is based on four pillars

i. Human sustainability strives to maintain and strengthen society's human capital. Human sustainability encompasses investments in health and education systems, as well as access to

services, nourishment, knowledge, and skills. Human sustainability emphasizes the relevance of anybody directly or indirectly involved in product development, service delivery, or larger stakeholders (the organization's human capital) (Benn et al., 2014). Human sustainability includes the development of skills and human capacity to support the organization's activities and sustainability while also promoting the well-being of communities and society.

ii. Social sustainability seeks to protect social capital by investing in and developing services that are the foundation of our society. The notion takes a broader view of the world in terms of communities, cultures, and globalization. It involves preserving future generations and recognizing that our actions can have an impact on others and the globe. Social sustainability focuses on sustaining and increasing social quality through notions like cohesion, reciprocity, and honesty, as well as the value of interpersonal relationships. It can be encouraged and supported by laws, education, and common values about equality and rights. Social sustainability integrates the concept of sustainable development, as stated by the United Nations' Sustainable Development Goals. The notion of sustainable development focuses on social and economic improvement.

iii. i. Economic sustainability tries to keep capital intact. Economic sustainability tries to raise the standard of living, whereas social sustainability focuses on increasing equality. In business, it refers to the efficient use of assets to ensure long-term profitability.

iv. Environmental sustainability- seeks to increase human welfare by protecting natural capital (e.g., land, air, water, minerals, etc.). Environmentally sustainable initiatives and programs ensure that the population's demands are addressed without jeopardizing future generations' requirements. Dunphy, Benveniste, Griffiths, and Sutton (2000) define environmental sustainability as how businesses can produce positive economic outcomes while causing no short- or long-term harm to the environment. According to Dunphy et al. (2000), an ecologically sustainable firm aims to incorporate all four sustainability pillars, and each must be handled equally.

The four pillars of sustainability principle states that difficulties must be handled in relation to each of the four pillars of sustainability before they can be maintained. While there may be occasions where these overlap, it is critical to identify which type of green business to focus on because each of the four has distinct characteristics. Companies must determine a strategic course of action in order to properly integrate the chosen approach into their policies and operations. Müller and Turner (2007) investigate the impact of project managers on project success criteria and outcomes, highlighting the critical role of leadership in negotiating sustainability difficulties. Their research emphasizes the value of stakeholder participation, risk management, and performance monitoring in accomplishing long-term project goals. Atkinson (1999) challenges conventional success criteria

in project management, advocating for a broader understanding that encompasses not only cost, time, and quality but also sustainability dimensions. This seminal work urges practitioners to reconsider their definitions of project success in light of evolving societal and environmental imperatives.

Pinto and Slevin (1988) establish essential success variables for project implementation, setting the framework for a more comprehensive understanding of project success. Their findings highlight the importance of organizational alignment, stakeholder participation, and flexible governance frameworks in promoting long-term project success. Sustainability is becoming less of an option and more of a must, and the concept of sustainable project management is gaining unprecedented traction. For a project manager, the challenge is no longer merely meeting deadlines and budgets, but also orchestrating a symphony of processes that balance economic success, environmental stewardship, and social well-being. It's about breaking free from the restrictions of traditional approaches and embracing eco-friendly project practices that protect both our planet and the business's future.

In summary, sustainable project management represents an approach that integrates environmental, social, and economic considerations into project decision-making processes. By adopting sustainability principles, organizations can enhance project outcomes and contribute to broader societal and environmental goals

2.2. Characteristics of Sustainable Project Management

Sustainable project management (SPM) embodies several key characteristics that distinguish it from traditional project management approaches. These characteristics reflect the integration of economic, environmental, and social considerations into project decision-making processes, aiming to achieve long-term value for stakeholders and society.

<p>Triple Bottom Line Perspective</p>	<p>SPM adopts a triple bottom line perspective, considering not only economic factors but also environmental and social impacts. This holistic approach ensures that project objectives align with broader sustainability goals, contributing to the well-being of present and future generations (Elkington, 1997).</p>
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Stakeholder Engagement	SPM promotes stakeholder participation throughout the project's life cycle, taking into account stakeholders' different interests and viewpoints. Effective communication and engagement with stakeholders allow project teams to address their issues and incorporate their feedback into project planning and execution (Müller & Turner, 2007). When planning and implementing a project, project managers must grasp the key components of sustainability, involve the appropriate specialists, and analyze the implications.
Risk Management	SPM incorporates risk management strategies that account for environmental and social risks in addition to traditional project risks. By identifying and mitigating potential impacts on ecosystems, communities, and vulnerable populations, project teams can minimize negative consequences and enhance project resilience (Kerzner, 2013).
Long-Term Perspective	Unlike short-term-oriented project management approaches, SPM takes a long-term perspective, considering the enduring impacts of projects on society and the environment. Project managers assess the life cycle impacts of projects and strive to maximize positive outcomes while minimizing negative externalities (Schaltegger & Burritt, 2005).
Innovation and Adaptability	SPM encourages innovation and adaptability in response to evolving sustainability challenges. Project teams embrace new technologies, methodologies, and practices that enable them to achieve project objectives while minimizing resource consumption and environmental degradation (Shenhar & Dvir, 2007)
Measurement and Reporting	SPM involves robust measurement and reporting mechanisms to track project performance against sustainability criteria. Key performance indicators (KPIs) related to environmental, social, and economic aspects enable project teams to monitor progress, identify areas for improvement, and demonstrate accountability to stakeholders (Cleland & Ireland, 2007).

2.3. Importance of Sustainable Project Management

Sustainable project management (SPM) is increasingly recognized as a critical approach for addressing complex societal and environmental challenges while delivering value to stakeholders. Drawing on seminal literature in the field, this section explores the importance of SPM across various dimensions.

At the heart of SPM lies the recognition that projects have far-reaching impacts beyond their immediate scope. Cleland and Ireland (2007) emphasize the strategic importance of integrating sustainability principles into project design and implementation, highlighting the potential to create enduring value for both organizations and society.

Shenhar and Dvir (2007) underscore the importance of innovation and adaptability in SPM, noting that traditional project management approaches may not adequately address emerging sustainability challenges. By embracing innovation, project teams can develop novel solutions that optimize resource utilization and minimize environmental impacts.

Müller and Turner (2007) highlight the role of project managers as change agents in advancing sustainability objectives. Through effective leadership and stakeholder engagement, project managers can mobilize resources, drive innovation, and navigate complex trade-offs to achieve sustainable project outcomes.

Kerzner (2013) emphasizes the business imperative of SPM, noting that organizations that fail to integrate sustainability considerations into their project management practices risk reputation damage, regulatory scrutiny, and financial losses. By adopting a systems approach to project management, organizations can enhance their competitiveness and resilience in a rapidly changing world.

Atkinson (1999) challenges the prevailing notion of project success, arguing that sustainability criteria are essential for assessing the long-term impact of projects on society and the environment. By broadening their definition of success, organizations can align project objectives with broader sustainability goals and enhance their social license to operate.

Pinto and Slevin (1988) highlight the role of SPM in fostering organizational alignment and stakeholder collaboration. By engaging stakeholders throughout the project life-cycle, organizations can build trust, enhance legitimacy, and mitigate conflicts, thereby increasing the likelihood of project success.

Using a sustainable project management method not only guarantees the project's success but also helps to obtain further funds in the future. Funding agencies are searching more and more for sustainable initiatives that will benefit society and the environment in the long run. Organizations may show that they are committed to sustainability and improve their chances of obtaining future funding opportunities by using sustainable project management techniques. Sustainability projects

empower us to build resilience for future generations. Research on sustainable practices highlights their connection to a healthier planet (United Nations Environment Program (UNEP), 2023). Maintaining these projects fosters a more adaptable business environment by mitigating risks associated with climate change and resource depletion. Additionally, they contribute to a more secure supply chain and reduced disruptions. By prioritizing the upkeep of sustainability projects, we pave the way for a more sustainable and prosperous future for all.

Sustainable projects contribute to environmental well-being. By considering factors like resource consumption, waste generation, and energy use, project managers can make choices that minimize environmental degradation. This could involve using renewable resources, adopting energy-efficient practices, or implementing strategies for waste reduction and recycling (Asif et al., 2013). Sustainable projects not only protect the environment for future generations but can also lead to cost savings through efficient resource utilization.

Sustainable project management fosters social responsibility. It takes into account the project's impact on communities and stakeholders. This might involve engaging local communities in project planning, ensuring fair labor practices, and promoting social development initiatives alongside the project itself (Crane, 2018). By prioritizing social well-being, sustainable projects can build trust with stakeholders and create a positive social impact that extends beyond the project's immediate goals.

As stated by Camp (2023), there other importance of sustainable project management. These are:

1) Cost Savings

Despite popular beliefs, sustainable project management presents a compelling case for cost reduction through a multifaceted approach that addresses resource consumption, materials, and energy efficiency. By using sustainable methods, projects can dramatically reduce waste creation, maximize the use of materials and energy resources, and lower overall operational costs. Efficient resource utilization not only leads to immediate cost savings, but it also lays the groundwork for long-term financial stability.

2) Supply Chain Resilience

With increasing shortages and delays caused by supply chain concerns, incorporating sustainable suppliers into the procurement process serves as a strategic buffer against this growing volatility in

supply networks. By prioritizing suppliers who adhere to sustainable practices, project managers ensure that the essential resources are not only available in the short term but also contribute to the supply chain's long-term resilience. In a global landscape characterized by increasing volatility, the reliance on sustainable suppliers serves as a proactive strategy to navigate uncertainties and maintain a consistent flow of resources both now and into the future.

3) Improved Image and Stakeholder Relations

By prioritizing sustainability, companies can project a commitment to responsible business practices, resulting in a positive impact on brand image. This, in turn, improves the organization's standing in the eyes of an increasingly environmentally concerned market, attracting clients and partners who value sustainability in business ties. Furthermore, sustainable initiatives increase community engagement and support for business ventures since local populations are more likely to embrace and support ecologically responsible endeavors. Sustainable practices build a culture of trust and collaboration both internally and with external stakeholders. Stakeholders, such as employees, investors, and regulators, are more likely to trust a firm that exhibits a commitment to environmental and social responsibility, paving the door for improved collaboration and project success.

4) Enhanced Innovation

Though often overlooked, incorporating sustainability into project management acts as a catalyst for innovation, encouraging creative problem-solving and the growth of project management methods. Commitment to sustainability naturally pushes project teams to think outside the box, creating a climate that supports innovative solutions to complicated problems. As projects face the challenge of reducing environmental impact, optimizing resource use, and meeting ethical standards, the need for innovative problem-solving emerges.

5) Long-Term Resilience

By proactively incorporating sustainable practices projects stay ahead of regulatory developments, minimizing the risk of non-compliance and potential legal repercussions. And by not just meeting, but frequently exceeding, environmental norms, projects establish themselves as ecologically responsible enterprises capable of adapting to changing regulatory environments. Furthermore, because sustainable infrastructure is naturally better equipped to endure environmental challenges,

maintaining its long-term viability, its deployment serves as a buffer against the effects of climate change and uncertain market trends.

6) Environmental Impact

Finally, of course! Sustainable project management also helps a company's environmental effect. Projects actively contribute to reducing carbon emissions by integrating renewable energy sources and implementing energy-efficient technology, supporting a cleaner and more sustainable energy landscape. Sustainable procurement and responsible use of raw materials reduce environmental effect, increase biodiversity, and help to preserve ecosystems. principles of sustainable project management Sustainability principles, encompassing environmental, social, and economic considerations, can significantly enhance project management practices. A qualified project manager can keep a project on track and fulfill its objectives by assuring smart decision-making and proper infrastructure management, as well as incorporating sustainability concepts. Sustainable project management also includes taking into account the triple bottom line and social sustainability.

There are eight dimensions identified by (Varadharajan and Sowmiya, 2020: 4251) also referred to as principles of sustainable development in project management.

These are:

- Balancing or harmonizing social, environmental and
- economic interests;
- Local, regional and global orientation;
- Both short-term and long-term orientation;
- Values and ethics;
- Transparency and accountability;
- Stakeholder participation;
- Risk reduction and
- Consuming income and not capital

The application of sustainability principles to project management practice is a burgeoning field of project management expertise. Integrating these principles from the outset leads to more holistic decision-making (Baumann et al., 2020). This ensures projects not only meet their core objectives but also minimize negative environmental impacts and contribute to social well-being.

2.4. Scope of Sustainable Project Management

Sustainable project management (SPM) represents a holistic approach that integrates economic, environmental, and social considerations into project decision-making processes, transcending traditional project management paradigms. This section delves into the multifaceted scope of SPM, drawing insights from seminal literature in the field.

SPM goes beyond the confines of conventional project management by infusing sustainability principles into every aspect of the project life-cycle. Cleland and Ireland (2007) highlight the transformative nature of SPM, emphasizing its capacity to align project objectives with broader societal and environmental goals. By integrating sustainability principles into project design, implementation, and evaluation, organizations can optimize project outcomes while minimizing adverse impacts on ecosystems and communities.

At the heart of SPM lies the triple bottom line (TBL) framework, which considers the economic, environmental, and social dimensions of project performance (Elkington, 1997). This holistic perspective enables project teams to assess the full range of impacts associated with their activities, from resource consumption and carbon emissions to social equity and stakeholder engagement. By adopting a TBL approach, organizations can achieve a more comprehensive understanding of project success and contribute to sustainable development goals.

SPM requires a proactive approach to sustainability that extends across the entire project lifecycle, from inception to completion and beyond. Elkington (1997) emphasizes the importance of considering economic, environmental, and social impacts at each stage of the project, from planning and execution to monitoring and evaluation. By embedding sustainability considerations into project decision-making processes, organizations can minimize risks, seize opportunities, and enhance long-term value creation.

A cornerstone of SPM is meaningful stakeholder engagement and collaboration, as advocated by Cleland and Ireland (2007). Effective communication and consultation with stakeholders enable project teams to identify and address diverse interests, concerns, and perspectives. By fostering collaboration among stakeholders, organizations can build trust, enhance legitimacy, and co-create solutions that deliver shared value for communities, businesses, and the environment.

2.5. Process of Sustainable Project Management

The process of sustainable project management (SPM) is a systematic approach that integrates sustainability principles into every stage of the project life-cycle. This section explores the key steps involved in SPM, drawing insights from seminal literature in the field.

i. Stakeholder Engagement and Identification of Sustainability Objectives

At the outset of a sustainable project, project teams initiate stakeholder engagement processes to identify and prioritize sustainability objectives (Müller & Turner, 2007). By collaborating with stakeholders representing diverse interests and perspectives, project teams gain insights into the social, environmental, and economic dimensions of the project. This participatory approach ensures that sustainability goals are aligned with stakeholder expectations and societal needs.

ii. Risk Assessment and Management

Sustainable project management involves conducting comprehensive risk assessments to identify potential threats and opportunities associated with sustainability issues (Kerzner, 2013). Project teams analyze environmental, social, and economic risks to determine their likelihood and impact on project outcomes. By proactively addressing risks related to resource scarcity, regulatory compliance, and stakeholder conflicts, organizations can enhance project resilience and minimize negative impacts.

iii. Integration of Sustainability Principles

In the planning and execution phases, project teams integrate sustainability principles into project design, procurement, and implementation processes (Cleland & Ireland, 2007). This involves selecting sustainable materials, technologies, and practices that minimize resource consumption, emissions, and waste generation. By incorporating life cycle thinking and Eco-design principles, organizations can optimize resource efficiency and enhance environmental performance.

iv. Performance Measurement and Evaluation

Throughout the project life-cycle, project teams monitor and evaluate sustainability performance using key performance indicators (KPIs) (Müller & Turner, 2007). Performance metrics related to energy efficiency, carbon emissions, social equity, and stakeholder satisfaction enable organizations to track progress against sustainability objectives and identify areas for improvement.

By establishing robust monitoring and reporting mechanisms, organizations can demonstrate accountability, transparency, and continuous improvement.

v. Stakeholder Collaboration and Feedback

SPM emphasizes ongoing stakeholder collaboration and feedback to ensure project outcomes align with societal needs and expectations (Kerzner, 2013). Project teams engage stakeholders in dialogue, consultation, and participatory decision-making processes to solicit feedback, address concerns, and foster trust. By incorporating stakeholder input into project planning and implementation, organizations can enhance project legitimacy, acceptance, and social license to operate.

2.6. Stages/Components of Sustainable Project Management

Sustainable project management (SPM) encompasses a series of stages or components that guide project teams in integrating sustainability principles into every aspect of project delivery. This section explores the key stages/components of SPM, drawing insights from seminal literature in the field.

1. Initiation

In the initiation stage, project teams lay the foundation for SPM by defining project objectives, scope, and stakeholders (Shenhar & Dvir, 2007). This involves conducting a preliminary assessment of sustainability risks and opportunities to inform project planning and decision-making processes. By identifying key stakeholders and their sustainability expectations, project teams can ensure alignment with broader organizational and societal goals.

2. Planning

During the planning stage, project teams develop comprehensive sustainability strategies that guide project implementation and performance measurement (Cleland & Ireland, 2007). This includes establishing clear sustainability objectives, targets, and indicators that align with project goals and stakeholder expectations. Project plans and budgets are revised to integrate sustainability criteria, such as resource efficiency, environmental impact reduction, and social responsibility.

3. Execution

The execution stage marks the implementation of project activities in accordance with the established sustainability plans and objectives (Kerzner, 2013). Project teams monitor and manage sustainability performance throughout the execution phase, tracking resource consumption, emissions, and social impacts. This may involve deploying sustainable technologies, practices, and procurement strategies to minimize environmental footprints and enhance social benefits.

4. Monitoring and Control

Throughout the project life-cycle, project teams engage in continuous monitoring and control to ensure adherence to sustainability goals and targets (Müller & Turner, 2007). Performance metrics related to energy efficiency, carbon emissions, and stakeholder satisfaction are tracked and analyzed to identify deviations from planned outcomes. Proactive measures are taken to address issues and optimize sustainability performance, including adjustments to project plans, processes, and resource allocations.

5. Closure

The closure stage represents the culmination of the project life-cycle, where project outcomes are evaluated against sustainability objectives and lessons learned are documented (Shenhar & Dvir, 2007). Project teams conduct comprehensive post-project reviews to assess the effectiveness of sustainability strategies and identify areas for improvement. Findings are communicated to stakeholders through formal reports, presentations, and knowledge sharing platforms, facilitating organizational learning and continuous improvement.

It's important to note that sustainability considerations are integrated across all stages of the project life cycle lifecycle, rather than treated as a separate component (Cleland & Ireland, 2007). From initiation to closure, sustainability principles inform decision-making processes, risk assessments, stakeholder engagement activities, and performance evaluations. This integrated approach ensures that sustainability is embedded into the DNA of the project, fostering resilience, innovation, and long-term value creation.

2.7. Current practices of Mary joy

Mary Joy Ethiopia, a legally registered local NGO, is envisioned to be a sustainable organization that brings about lasting improvement in the lives of its target groups and is tasked to work to empower vulnerable and under-served community groups through integrated development programs. The major programs of the organization include health, education, livelihood

enhancement, Private-Public-Partnership, and organizational sustainability. The cross-cutting components of MJE's programs are child protection, ASRH, Gender and Development, Social Protection, and inclusiveness.

The organization has been implementing multiple and diversified projects for three decades that impacted changes in the lives of its primary target groups, children, in particular, OVC and street children, PLHIV (People Living with HIV), deprived older people, youth, poor women, OVC Caregivers, and street mothers. Currently, Mary Joy Ethiopia works in close partnership with many development partners in 120 Woredas/kebeles in four regions Southern Nations & Nationalities and Peoples (SNNP) region, Sidama, South West Ethiopia regions, and in Oromia Regional State.

As stated in MJE, 2024, in fiscal year of 2024 and in the upcoming Strategic Plan period, there will be some program components to be incorporated. Accordingly, relief program will be one of the focus areas, center-based services for street children, elders, adults and mothers will be scaled up and expanded in operational sites of MJE.

The following program components are supposed to be incorporated and implemented. These include:

Education:

Support school-aged children and youth with scholastic items, tutorial programs, school development with expansion of classrooms, strengthening libraries, laboratory, construction of kindergartens, facilities (water, toilets, etc.), school club, scholarship, library, E-book services For Youth & Children and Computer Basic Training.

Health:

Implements preventive and curative health care services at community and facility levels. Cervical and lung cancer screening or testing, and treatment services, HIV Prevention, Care and treatment services, general clinical service with good lab tests via cost recovery, community health education, delivery, inpatient, outpatient services, maternal and child health (MCH), delivery services, ANC/PMTCT/PNC/OPD services

Livelihood Enhancement:

The program focuses on enabling target groups to improve their livelihood and create sustainable living. The services are, vocational skill training, business development skills and IGA, entrepreneurship skills enhancement, micro-operating enterprises development, saving and credit groups, village saving, and loan association (VSLA) strengthening, financial literacy, start-up capital support, and asset transfer.

Social Protection

MJE promotes Ethiopian to Ethiopian Movement, Public private Partnership strategies, and mobilize resources for supporting vulnerable children and destitute elders via sponsorship, membership, donation, and volunteer mobilization. It facilitates a scholarship program for school-aged children and youth. We strengthen our partnership with Ethio telecom, financial institutions, the private sector and foreign foundations to access resources for center based and community outreach rehabilitation, family reunification, and economic reintegration of street children, mothers, adults and elders. MJE will mobilize the local community, private sector and government to provide ongoing full shelter, and daycare centers to elders in Hawassa, Hossaena and Arbaminch towns in the implementation period. We work with public and private sectors to create job opportunities for youth.

Relief Program

In this fiscal year one of the focuses of Mary Joy will be engaging the implementation of relief service program in highly affected areas due to natural and man-made disasters including conflicts, and wars.

Institutional sustainability

MJE struggles to be a sustainable organization by ensuring proper working systems and undertaking organizational development exercises. It actively ensures resource solicitation mechanisms and staffing are in place, and initiate research-based, feasible, and innovative business. It undertakes assessment, plan and implement staff development, and strengthen monitoring and evaluation systems.

The program department that mainly focuses on key interventions is working towards creating effective coordination and management of projects in order to achieve the organizational goals of MJE and enhance its capacities, performances, and sustainability. The following is a summary of activities to be performed in the fiscal year 2023.

The current Donors are eight USAID, BMSF (Bristol Myers, Squibb Foundation)/ Mathewos Wondu Ethiopia Cancer Society, SOS Children's Villages, World Bank/ MoWSA, FHI360, Mercy Hands Europe, the Private Sector, Government, the diaspora, and individuals.

The projects under implementation include Family Focused HIV Prevention Care and Treatment Services Activity, Lung Cancer Prevention, Care and Treatment, SBC for Healthy Behaviors Activity, (UDS) Urban Destitute Support Program for Elderly, Street Children & Street Adults; Reaching Out to Children and Mothers with Children on/of the Streets of Addis Ababa, school WASH Program, E-booking service at Mary Joy Hawassa Youth and Children Center, Mary Joy

Medical Centers Preventive and Curative Health Care Services, and Public-Private-Partnership Program.

The fundamental thematic program areas included in to the Strategic Plan document are:

1. Livelihood Enhancement
2. HIV/AIDS prevention care and support
3. Capacity building for CBOs and institutions
4. Private-Public-Partnership

MJE has a project management guideline for execution of its projects.

Mary Joy Ethiopia has the following vision, mission and values.

Vision: “Strives to be a sustainable that brings about lasting improvement in the lives of its target groups”

Mission: “Work to empower vulnerable and under-served community group through integrated development programs”

Values: Integrity

Commitment

Transparency and accountability

Empowerment

Team work

Respect

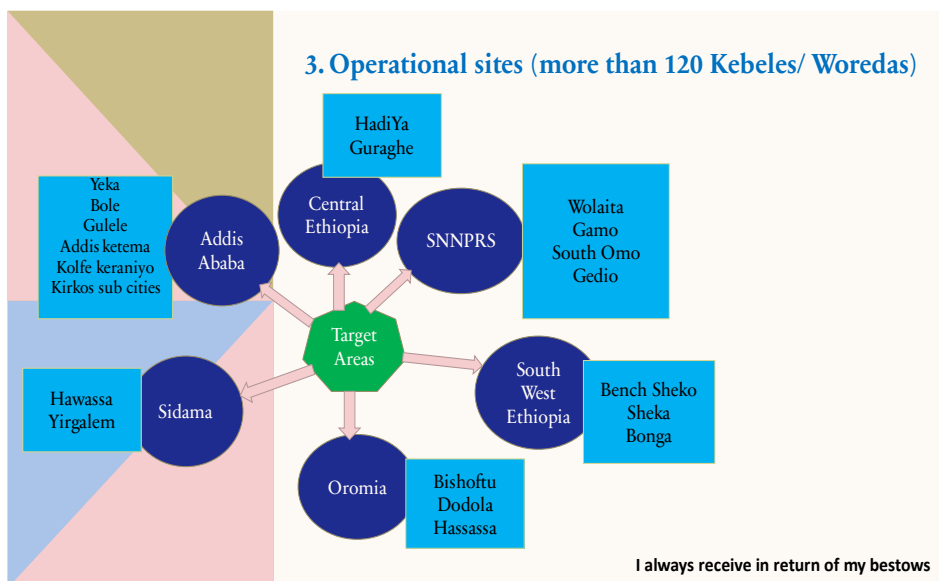


Figure 1: Operational Sites of MJE

2.8. Factors affecting sustainability of projects

Many authors identified a lot of factors which affect sustainability of projects especially projects driven by NGOs. The following points were mentioned by Schell, et al., (2013:1) as internal and external determinants of sustainability of projects:

i. Internal Factors

Clear vision and leadership: The first step toward sustainability is to have a clear and compelling vision of what your initiative aims to achieve and how that vision responds to a real community need. Not only is the vision important, but also having someone within the organization or project to carry the vision forward is also critical.

Organizational Capacity: Organizational capacity encompasses a wide range of capabilities, knowledge, and resources, including systems for fiscal management, accounting, personnel, and governance structures. Quality projects cannot exist without strong internal systems.

Results Orientation/Program Evaluation: Evaluation keeps your project on track with goals and outcomes and helps you to improve the project if something is not working. If your evaluation shows that the project is having an important impact, you can make a case for why the project needs to continue.

Adaptability: Sustainable initiatives are those whose leaders are adept at anticipating, influencing, and responding to emerging environmental opportunities or challenges. This involves keeping abreast of current research in the field as well as the economic, political, and cultural shifts in the community.

Communications: Communications refers to the strategic dissemination of project information to stakeholders (including funder) and the general public. Communicating about your project's effectiveness helps the project gain greater visibility and builds support from stakeholders both external to your project and within your project team.

Strategic Financing/Diversified Funding: Although project sustainability requires much more than funding, having a stable funding source to support your work is one of the most important factors for sustainability. A strategic financing orientation means that project leaders know what activities they want to sustain, what resources they need to sustain those activities, and how to access those resources. It is important to consider a range of financing options.

Sustainability Plan: A sustainability plan combines all of the elements required for a project to continue. Good plans clarify where the project currently is and where you want it to go. They help policymakers, opinion leaders and funder decide whether and how to get on board.

ii. External Factors

Political Support - No matter how well the internal components of your project operate, the overall economic and political climate will influence your project's ability to get things done whether at the federal, state, or local level. Highs and lows in the political support for projects and their funding can put stress on projects and make it difficult to provide consistent quality of services.

Broad Base of Community Partners: Projects are more likely to achieve their goals with a broad base of support from community stakeholders and partners, including local businesses, media representatives, community and tribal leaders, youth and their families, and others with a vested interest in youth well being. Partners can be connectors to resources and expertise, take over providing services if your project has to cut back, and educate and influence others to support your cause.

Key Champions: Key champions are the leaders from your different partner organizations, businesses, faith-based institutions, government, and other stakeholders who are committed to your project's vision. Key champions use their influence to broker connections, channel resources, develop networks, and gain support for your idea. Shivairo and Were (2017) on their part indicated that Cost Management, Not-for profit Mission, Political Factors and Stakeholder involvement influenced project sustainability.

Others researchers also put forward factors which influence SPM. Huselid, (1995) cited in Molamohamadi, et.al., (2013) cited human resource as a factor: As to this writer, human is one of the scarce resources of any organization for establishing sustained competitive advantage. Human related factors comprise the variables related to the people in a project – managers, clients, practitioners, and other stakeholders and the communication among them. Without capable human resource management system, the employees may not have motivation to perform arduously and as a result their effectiveness may be confined.

Moreover, there are writers who have come up with strategy as a determinant of SPM. As specified by Ali & Ahmed (2019) strategies help in managing sustainability in the projects. The project host organizations use diverse sustainability strategies to capitalize on possibilities while managing

sustainability problems. Furthermore, it is required to recognize the role of various strategies in promoting sustainability of projects (Aaseth et al., 2017). Sustainability necessitates using various strategies to promote and maintain factors that will help ensure continuity of project activities after projects end. Sustainability is a dynamic process-a strategy can change depending on its phase in the project cycle, the lengths taken to bring about the changes, and the desired goals.

Projects aimed at bringing about social transformation require a substantial amount of time-along with strategic interventions and smart investments. Ali, M. I., & Ahmed, R. (2019) stated that sustainability strategies need to be adopted by the project organizations according to the circumstances and needs of the society. The training and education could be one of the sustainability strategies to develop competencies in the workers (Ali and Ahmed, 2019).

Vision is another factor responsible for SPM. A vision statement with overarching goal will help directly and indirectly improve staff satisfaction and very possibly that of stakeholders, which leads to long-term sustainable success (Nijsiree and Kantabutra, 2021).

Stakeholder involvement is considered an essential component in sustainability of healthcare projects (Ngare and Cheluget, 2019 :36). As indicated by Lungo, Mavole and Martin (2017) sustainability was determined by how much the implementation process empowered the communities. The involvement should be from the planning stage up to the monitoring and evaluation and has to be genuine and voluntary.

Stakeholder engagement helps to address this need by:

- Gathering data on engagement activities, feedback, and outcomes
- Demonstrating how your organization has engaged with stakeholders to ensure better-informed decisions
- Keeping stakeholders informed through regular reports that demonstrate how their input has impacted outcomes. It is mutual responsibility of the project host and project organization to develop competencies in the project managers and host organizations officials for promoting sustainability (Ali and Ahmed, 2019).

Sustainability should be regularly discussed when addressing stakeholder needs and expectations. Identify strong advocates for sustainability and involve them in your project either in the steering committee or your core team. Consider less obvious stakeholders, such as public procurement, who

can be of great help for your transformation if they increase the weight of sustainability elements in public tenders.

With regard to SPM, some suggest that impact has also an influence on it. Recently, Pasian and Silvius (2016) and Silvius (2017) cited in Khalifeh, Farrell and Al-edenat (2020), proposed that sustainability should be considered as a new school of thought for project management. Silvius (2017, p. 1491) argues that recognition for a school is based on three criteria: content, community, and influence. Impact can be positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Project Impact refers to how your project affects the things it comes into contact with. Giving a project impact appraisal defines the good and bad consequences that the project is predicted to have on the environment, organization, community, individuals, and so on. When starting and developing a project, you should constantly examine its impact, as some initiatives may have negative consequences that outweigh the promised benefits. The influence of the project is related to two major aspects:

The objectives of a project (what to achieve by the project);

The methods to achieve goals (a way in which you are going complete the work).

Impact assessment will lead to improved project acceptance, among others. This improved acceptance is likely to result in sustainable projects.

Different types of resources are among the factors that influence the sustainability of projects (Nagre and Cheluget, 2019). As stipulated by Resource Dependency Theory, for project to survive they depend on resources to achieve sustainability (Pfeffer & Salancik 1978) cited in Achieno and Mwangangi, (2018). Chow, et.al. ,(2021) opine that sustainable project management has a significant impact on sustainable project success and sustainable project planning.

Sustainability practices in project management promote efficient resource utilization and a focus on long-term gains. Life cycle assessment, a core tenet of sustainability, helps project managers consider the environmental impact of materials and processes throughout a project's lifespan (Zhao et al., 2022). This approach encourages selecting materials with lower environmental footprints and designing for future adaptability, ultimately reducing costs and project waste. Additionally, projects

that prioritize stakeholder engagement, another key element of sustainability, are more likely to be successful and have lasting positive effects on the community.

Research indicates that projects that require significant financial and non-financial resources during implementation face significant sustainability issues (Collins¹ & y Jame, 2018: 127). A number of indicators of a project's robustness include its sound financial health, proven expansion, accomplishment of its goals, raising standards, and profitability particularly when contributors quit.

2.9 Practices reflecting sustainable project management

Sustainable project management goes beyond just delivering a project on time and within budget. It incorporates a holistic approach that considers the project's environmental, social, and economic impact throughout its life cycle. Here are some key practices that reflect this commitment to sustainability.

Life Cycle Assessment (LCA) Integration: A study by Emanuele Bellini et al. (2016) investigated how integrating LCA into construction projects can improve decision-making. LCA helps assess the environmental impact of materials, processes, and energy use throughout a product's life cycle. By incorporating LCA principles during project planning, managers can select sustainable materials, reduce waste, and minimize the project's environmental footprint.

Stakeholder Engagement: Research by Carmen Dumas et al. (2018) emphasizes the importance of stakeholder engagement in sustainable project management. Stakeholders include anyone impacted by the project, from local communities to employees. Engaging stakeholders fosters a sense of ownership and helps identify potential social and environmental concerns early on. Open communication allows for solutions that benefit both the project and the community.

Resource Efficiency: A 2017 study by Finn Larsen et al. explored how lean construction practices can contribute to sustainable project delivery. Lean approaches are centered on reducing waste and increasing value. In a sustainable context, this translates to optimizing resource use, minimizing energy consumption, and implementing strategies for waste reduction and recycling.

These practices highlight the multifaceted nature of sustainable project management. By integrating environmental considerations, fostering stakeholder collaboration, and optimizing resource use, project managers can deliver successful projects that contribute to a more sustainable future.

2.10 Challenges of sustainability of projects

People and society have substantial sustainability concerns, which are anticipated to grow in the future. Challenges could be viewed as opportunities to succeed. In recent years, project managers have faced hurdles due to widespread unpredictability in various sectors, as well as rapid technological advancements, talent shortages, communication concerns, and other factors. Although using competent project management expertise has been a critical topic of discussion for the last decades, companies still struggle with how to come up with this strategy shift in their projects (Atkinson, Crawford, & Ward, 2006; Khan, Peters, Sahinel, Pozo-Pardo, & Dang, 2018).

Despite its expanding importance, incorporating sustainability into project management presents obstacles. One of the primary challenges is the lack of standardized guidelines and metrics for measuring sustainability outcomes in projects (Larsson & Larsson, 2019) cited in Orieno, et.al., (2023). This makes it difficult to analyze projects' genuine sustainability impact and compare them based on sustainability indicators. Furthermore, there is frequently reluctance to change in traditional project management processes, which might impede the adoption of sustainable approaches.

Implementing sustainable practices also presents challenges. A study by (Loose et al. 2019) examining infrastructure projects in China reveals difficulties in balancing economic considerations with environmental and social goals. Short-term cost pressures can sometimes overshadow long-term sustainability benefits. This emphasizes the need for robust project governance and stakeholder engagement to ensure all aspects of sustainability are effectively addressed.

Shenhar and Dvir (2007) introduce the concept of "Reinventing Project Management" through a diamond approach, highlighting the importance of innovation and growth within project management processes. This approach underscores the need for adaptability and resilience, aligning with the dynamic nature of sustainability challenges.

Challenges encountered in the reporting period (2020) MJE has encountered many challenges, among others, the followings are mentioned as critical: A number of planned training, stakeholder meetings, resource mobilization efforts have been canceled due to the threat from COVID-19 pandemic. Frequent challenges of peace and security in Ethiopia, negatively affected the smooth program implementations. As the time goes on securing external finance has been becoming challenges due to resource constraints and donor fatigue (MJE Annual Report, 2020. In addition, the following gaps were identified as to the 2024 Annual Report of MJE.

- Gaps regarding winning donor-funded projects
- Limitations to market the organization's unique selling points.
- Moreover, there were constraints to properly mobilize, motivate and manage the volunteer artists, and media professionals committee.
- There have been resource limitations to make geographic expansion to new sites, regions.

The challenges facing projects are evident in NGO driven projects as well. According to studies conducted, the common obstacles associated with NGO interventions are linked to the difficulties in scaling-up and ensuring sustainability (UNESCO,2009).

This is generally because NGO action is local, small-scale, and project-based. According to Fowler (2000: 599), these new roles include negotiation, validating actors' compliance with rights, innovation, and capacity building. In other words, the absence of government competence and the limited influence of most NGOs necessitates a parallel strategy of action by NGOs, specifically a capacity-building function.

2.11. Empirical review

This review dives deep into practical research on sustainable project management practices and challenges, offering valuable insights for project managers aiming to integrate sustainability principles. Here's a closer look at some key studies that illuminate the current landscape:

Social responsibility takes center stage in sustainable project management, as emphasized by (Crane, 2018). Their research highlights that project success extends beyond economic benefits and encompasses positive social impacts on communities. This can be achieved by incorporating community voices in project planning, ensuring fair labor practices throughout the project cycle, and promoting social development initiatives alongside the project itself.

(Asif et al. 2013) explore Life Cycle Assessment (LCA) as a tool for promoting sustainable supply chains within project management. Their research demonstrates how LCA allows project managers to consider the environmental impact of resources throughout a project life-cycle, from material extraction and production to final disposal. This holistic approach enables informed decision-making related to material selection, construction techniques, and waste management, ultimately promoting efficient resource utilization and minimizing negative environmental consequences.

A study by (Solow and Patwardhan,1997) emphasizes the need for economic growth that doesn't come at the expense of environmental degradation. Developing and deploying sustainable technologies like renewable energy sources requires significant investments and ensuring equitable

access to these advancements is crucial to avoid widening existing disparities. The sheer scale of the changes required for a truly sustainable future can be overwhelming, leading to feelings of despair and inaction. Research by (Anable et al. 2009) underscores the importance of addressing the social dimensions of sustainability. Framing sustainability as a collective endeavor with achievable milestones and emphasizing the positive outcomes for future generations can help overcome feelings of helplessness and inspire individual and societal action.

(Morris, 2013) underscores the importance of a holistic approach that considers environmental, social, and economic effects throughout a project's life-cycle. Their research emphasizes that sustainable projects aim to minimize negative impacts and maximize positive ones, ensuring benefits extend beyond project completion. This requires careful planning and design that considers not only the initial project goals but also the long-term consequences and potential for continued positive impact on the environment and surrounding communities. Measuring the success of sustainable projects presents a unique challenge, as addressed by (Wang et al. 2016). Their research highlights the limitations of traditional project management metrics, which often focus on time, cost, and scope, neglecting the environmental and social dimensions. Developing robust sustainability metrics that capture the full impact of a project is essential for effective decision-making and demonstrating the long-term value of sustainable practices.

Project Management Institute (PMI) (2023) promotes best practices for ensuring long-term benefits of sustainable projects even after grant funding ends. This emphasizes efficient resource utilization and a long-term focus on positive impact during project design and implementation. Additionally, PMI highlights the importance of knowledge sharing and capacity building within project teams, ensuring all stakeholders possess the necessary skills and understanding to effectively integrate sustainability principles throughout the project management process.(Chawla et al. 2018). Their analysis emphasizes the importance of integrating sustainability principles throughout a project's life-cycle, from planning to decommissioning. The study also highlights the need for continuous improvement in SPM practices and the crucial role of stakeholder engagement, including communication and collaboration among internal teams, external partners, and local communities.

While Chawla et al. (2018) don't directly explore specific empirical studies, their work provides a valuable framework for future research directions in SPM. These directions include developing practical tools to integrate sustainability into existing project management frameworks, investigating the application of SPM principles in specific industries, examining the role of

leadership and organizational culture in promoting sustainability, and evaluating the effectiveness of different stakeholder engagement strategies for achieving positive environmental, social, and economic outcomes. By addressing these areas, researchers and practitioners can collaboratively contribute to the advancement of sustainable project management practices.

Müller and Turner (2007): Exploring Project Manager Influence on Success. Müller and Turner's seminal study delves into the profound impact project managers wield on project success criteria and outcomes. Through exhaustive empirical analysis spanning diverse project typologies, their research illuminates the multifaceted factors underpinning project success. By discerning the pivotal role of leadership, stakeholder engagement, and performance measurement, Müller and Turner underscore the quintessential attributes requisite for achieving sustainable project objectives.

Empirical investigation delves into the intricate dynamics underscoring project management within the realm of innovation and growth. Leveraging empirical scrutiny of successful projects spanning diverse industries, their research discerns patterns dictating project triumph and tribulation (Shenhar and Dvir, 2007) By accentuating the exigency of fostering adaptability, agility, and innovation as linchpins for surmounting sustainability challenges and propelling project success, Shenhar and Dvir furnish a road map for fortifying sustainable project management practices amid dynamic organizational landscapes. Their empirical odyssey serves as a guiding light, illuminating pathways for organizations to navigate the convoluted terrain of contemporary project management endeavors with finesse and foresight.

Pinto and Slevin's seminal research traverse the terrain of critical success factors underpinning project implementation. Through a judicious blend of surveys and incisive case analyses, they unearth determinants pivotal to project success, including organizational alignment, stakeholder collaboration, and adaptive governance frameworks. Their empirical voyage furnishes invaluable insights into the bedrock of sustainable project outcomes, offering organizations a compass to navigate the intricate labyrinth of project management endeavors. Pinto and Slevin's empirical odyssey serves as a beacon, guiding organizations toward the shores of sustainable project excellence, offering pragmatic directives to surmount challenges and capitalize on opportunities in the pursuit of sustainable project excellence.

Studies conducted on MJE include the following: Base line survey on Access to Education and Academic performance of OVC, Hawassa town; 2013, Adolescent Sexual & Reproductive Health: Knowledge, Attitudes and Practice among Young People Baseline Survey carried out at Hawassa Town: June, 2007, Rapid Assessment on the present status of SCD Income Generation Target Groups: January 2010, Situational Analysis on Orphan and Vulnerable Children in selected Towns of SNNPR, Halaba-Kulito, Hawassa, Dilla, Yirgalem, Aleta-Wondo], 2010, HIV&AIDS infected and affected youth situational assessment Kolfe Keraniyo and Gulelei Sub cities, Addis Ababa, February, 2011. Documentation on good practices of child led initiatives and children's parliament participation and contributions for promoting child rights.

In Ethiopia, some studies more specifically on MJE were conducted. For instance, Dawit (2020) carried out a study on MJE Yeka Sub-city, A.A. In his study on MJE, Dawit (2020) identified the following challenges Yeka Sub-city, Addis Ababa. According to him, the challenges which faced the organization for lack of delivering service effectively for its clients include: Sponsors are not responding too quick, termination of sponsors, weak private sectors, difficulty of accommodating too many clients, Financial constraint due to lag of the sponsors to pay what is expected from them to pay, low participation of individuals groups and unions, dependence on external funding, lack of coordination among the organization staff members, capacity limitation and other challenges.

2.12 Sustainability Theory

Sustainability theory offers a holistic framework for integrating environmental, social, and economic considerations into project management practices. This literature review explores key concepts and insights from seminal works in sustainability theory.

1. Triple Bottom Line (TBL)

Elkington's (1997) concept of the Triple Bottom Line (TBL) is a cornerstone of sustainability theory. TBL proposes that organizations should measure their performance not only in terms of financial profitability but also in terms of social and environmental impacts. By incorporating social and environmental considerations alongside economic factors, TBL provides a comprehensive framework for assessing the sustainability of projects and organizations.

2. Sustainable Development Goals (SDGs)

The United Nations' Sustainable Development Goals (SDGs) offer a globally recognized framework for addressing pressing sustainability challenges. Adopted in 2015, the 17 SDGs encompass a range of interconnected issues, including poverty eradication, climate action, and gender equality. The SDGs provide a road map for governments, businesses, and civil society organizations to work collaboratively towards a more sustainable and equitable future (United Nations, n.d.).

3. Principles of Ecological, Social, and Economic Sustainability

Sustainability theory encompasses principles that promote ecological resilience, social equity, and economic prosperity. These principles include concepts such as carrying capacity, intergenerational equity, and the precautionary principle. By balancing the needs of present and future generations while respecting planetary boundaries, sustainability theory seeks to foster a harmonious relationship between human societies and the natural environment (Daly, 1996).

4. Natural Capital and Ecosystem Services

The concept of natural capital emphasizes the value of natural resources and ecosystems for human well-being and economic prosperity

2.13. Conceptual Framework of the Study

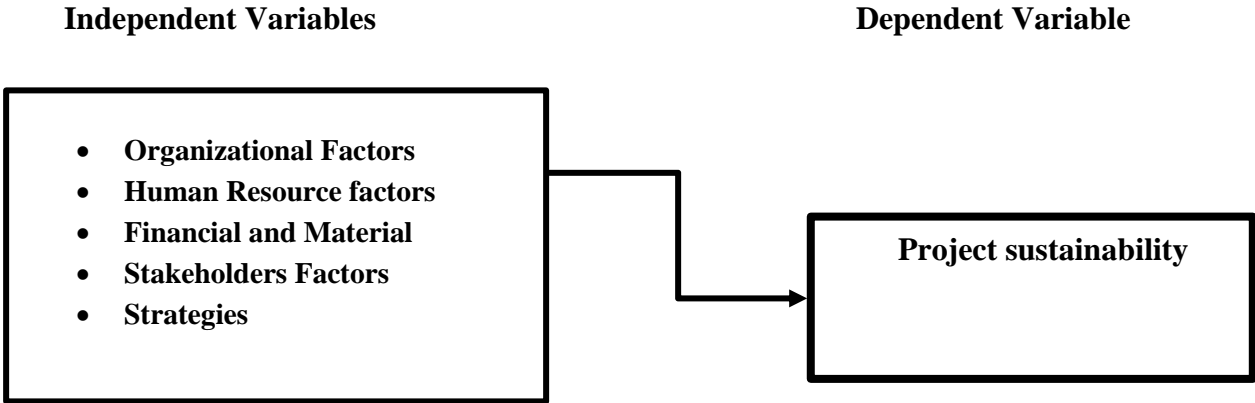


Figure 2: Conceptual Framework

2.13.1 Description of study variables

Dependent Variable

Project sustainability - The ability of a project to maintain its operations and benefits over the long term, ensuring ongoing value while minimizing negative environmental, social, and economic impacts

Independent Variables

Organizational Factors- Internal elements like leadership, culture, policies, and structure that influence project sustainability.

Human Resource Factors - The skills, competencies, motivation, and engagement of employees crucial for sustaining projects.

Financial and Material Factors - Funding, budgeting, equipment, and materials required to support project sustainability.

Stakeholders Factors - The role and influence of individuals or groups such as beneficiaries, community members, and donors in supporting sustainability initiatives.

Strategies - Plans and actions to achieve sustainability, including community engagement, capacity building, and environmental practices.

CHAPTER THREE:

RESEARCH DESIGN AND METHODOLOGIES

3. INTRODUCTION

This chapter provides a detailed description of the research methodologies employed in this study to assess the practice and challenges of sustainable project management at Mary Joy Ethiopia. This chapter is structured to explain the research design, description of the study variables, description of study area and target population, data collection methods, sampling techniques, data analysis, procedures and the measures taken to ensure the reliability and validity of the study.

3.1 Research design

The purpose of a study design is to guarantee that the evidence gained allows you to address the research topic as clearly as possible (Creswell, 2009). The research employed a mixed methods approach, utilizing both qualitative and quantitative data to comprehensively explore sustainable project management practices. The researcher adopted a descriptive design, aiming to characterize these practices in detail. A case study approach was chosen, focusing on a single organization to gain an in-depth understanding of how they implemented sustainability principles and that is MJE. The data collection time-frame followed a cross-sectional design, meaning information about practices was gathered at a specific point in time. This combined approach allowed for a rich exploration of how a particular project or organization approached sustainable management.

3.2 Research approach

A descriptive research design was chosen to characterize sustainable project management practices within Mary Joy Ethiopia (MJE) because it allows for a detailed exploration and understanding of how sustainability principles are implemented in organizational practices. This approach involves

systematically observing and documenting the existing conditions and practices related to sustainable project management without manipulating variables or intervening in the natural setting of the organization.

3.3 Description of study area and target population

Mary Joy Ethiopia operates in six sub cities in Addis Ababa Kolfe Keraniyo, Addis Ketema, Arada, Gulelei, Yeka and Bole covering 25 Woredas in general (MJE report). The target population for this study was all workers in different branches of MJE within the Addis Ababa City Administration. Therefore, the cluster sampling approach was used, focusing on the Addis Ababa branch of MJE. The sample size for this study comprised all 64 employees working across various branches of MJE in Addis Ababa City Administration, selected as a cluster for detailed study.

3.4 Sampling technique/methods and sample size

The sample size for this study was

Cluster sampling was used as the sampling technique for this research on the assessment of practices and challenges of sustainable project management in Mary Joy Ethiopia (MJE). This method was chosen due to its efficiency and practicality given the geographical distribution of the organization's employees. Each branch of MJE in different geographical areas was considered a cluster. The primary cluster of interest was the Addis Ababa branch, selected for detailed study based on logistical considerations and the concentration of employees in this location. Within this cluster, a census approach was employed, including all 64 employees to ensure comprehensive data collection. allowed for cost and time efficiency, simplified the data collection process, and ensured representativeness by focusing on a diverse cluster. This approach effectively balanced the need for detailed, representative data with practical constraints, ensuring that the research findings are both reliable and actionable.

3.5 Data collection – source, types, instruments, etc.

There are many tools which can be utilized to administer different inquiries (Walliman, 2011; Cohen, Manion and Morrison, 2007) and it is the researcher's responsibility to select the most appropriate tool for their specific study (Wilkinson and Birmingham, 2003). Accordingly,

questionnaire and interview was employed to gather data for this study. These tool are discussed here under.

3.5.1 Questionnaire

Questionnaire is a crucial instrument for collecting data that will save the researcher's limited time. For this study, closed-ended questionnaire items were used. The researcher employed closed-ended questionnaires to collect data from a large number of respondents. On the other hand, it helps the respondents to choose one option from the given scales that best aligns with their views. For this research a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5) was used to collect data from the respondents.

The questionnaire is divided in to Two sections The first section is about the background of the respondents while the second section focuses on the main data collection items. Moreover, the second section of the questionnaire is sub-divided in to five (5) parts. These are: organizational factors of project sustainability (7 items) , challenges related to Human resource(5 items) , challenges related to financial and materials resources(6 items), challenges related to stakeholders' involvement(6 items), and strategies for enhancing sustainability(8 items). The questionnaire consists of a total of 32 items.

3.5.2 Interview

An interview is when researchers ask one or more participants general, open-ended questions and record their responses (Creswell, 2014). It enables interviewees to express their thoughts and feelings in their own words (Alshenqeeti1, 2014). Therefore, interview was used to gain understanding of the interviewees about the issue of sustainable project management. A semi-structured interview guide approach was used to collect data and generate in-depth supplemental data. The semi-structured interview is a more flexible version of the structured interview as it allows depth to be achieved by providing the opportunity on the part of the interviewer to probe and expand the interviewee's responses (Rubin and Rubin, 2005; Zohrabi, 2013). This form of interview is neither too rigid nor too open and it is flexible but focused. Hence, helps to elicit a great amount of data from the interviewees. understanding of the interviewees about the issue under study.

To gain a holistic understanding of Mary Joy Ethiopia's approach to project sustainability, interviews were conducted with five key individuals: the **founder and executive director, the program head, the finance and admin head, the M&E head, and Resource mobilization partnership director**. This comprehensive approach yielded valuable perspectives from various leadership and operational levels within Mary Joy Ethiopia.

For the interview the first interviewee was coded In1, the second In2, the third In3, the fourth In4 and the fifth interviewee In5.

3.6 Data analysis and interpretation – model, techniques, software, etc.

In this study, both quantitative and qualitative data analyses were employed to comprehensively explore sustainable project management practices within Mary Joy Ethiopia (MJE). Quantitative data underwent thorough analysis using SPSS version 22, focusing initially on descriptive statistics. These statistics, including measures like frequency, mean, and standard deviation, provided a detailed overview of respondent characteristics and their perceptions related to sustainable project management. This quantitative approach allowed for a quantitative snapshot of how various factors such as organizational practices, human resources, financial considerations, stakeholder involvement, and strategic initiatives were perceived within the organization.

Additionally, inferential statistics were utilized, specifically employing an independent samples t-test to assess significant differences between two distinct groups within the organization: program staff and administrative staff. This statistical method enabled the identification of nuanced differences in perceptions and practices related to sustainability, offering insights into potential disparities in roles or viewpoints between these two groups.

Qualitative data, collected through interviews, underwent a narrative analysis process. This involved transcribing and systematically coding interview responses to identify recurring themes and patterns related to sustainable project management. Through narrative coding, key themes emerged, providing qualitative depth to the study by elucidating the experiences, challenges, and strategies articulated by interviewees regarding sustainability practices within MJE.

The integration of SPSS functionalities, such as reliability analysis using Cronbach's Alpha, ensured the internal consistency and reliability of measurement scales used in the quantitative analysis.

These analyses helped validate the robustness of the quantitative findings, providing confidence in the accuracy of the results concerning organizational factors influencing sustainability.

In interpreting the results, the study combined quantitative insights with qualitative narratives, offering a comprehensive understanding of sustainable project management at MJE. By triangulating findings from both methods, the study provided a holistic perspective on how sustainability principles are understood, implemented, and perceived within the organizational context. This integrated approach not only validated the findings but also highlighted actionable insights for enhancing sustainable practices and informing future research endeavors in project management and organizational sustainability.

3.7 Reliability and validity analysis

Reliability and Validity are important aspects of any research endeavor for it to achieve its objectives (Hair, Black, Babin and Anderson, 2014). These two issues are discussed hereunder briefly.

Reliability is an issue in a research. It refers to the degree to which a measuring procedure gives consistent and stable results over time (Kothari, 2004; Ross, 2005; Ary et al., 2010). One of the most commonly used indicators (measurements) of internal consistency (inter-relatedness of items or how closely related a set of items are as a group) is Cronbach's Alpha (α) (Gliem and Gliem, 2003; Fraenkel et al., 2012). Cronbach's Alpha ranges from 0 to 1, with higher values indicating greater internal consistency (and ultimately reliability) (Muijs, 2004). Reliability coefficients of .70 or higher are generally considered to be acceptable for research purposes (Nunally, 1978, 1988; Cortina, 1993; Nunally and Berstien, 1994; DeVellis, 2003; George and Mallery, 2003; Pallant, 2005; Blunch, 2008; Fraenkel et al., 2012). Therefore, in congruent with the above $\alpha = .7$ and above was taken for the scale in this study.

Reliability Test

Table 1: Cronbach's alpha coefficient

	No. of items	Cronbach's Alpha
Organizational	6	0.811
Human Resource	5	0.709
Financial and Materials	6	0.705
Stakeholders' involvement	7	0.842
Strategies	8	0.782
Overall	32	0.944

The table provides descriptive statistics and reliability analysis for various factors in sustainable project management. The Cronbach's Alpha values range from 0.705 to 0.842, indicating acceptable to good internal consistency for the factors measured. Mean scores reveal that organizational factors (3.332), stakeholders' involvement (3.529), and strategies (3.271) are positively perceived, while human resource (2.900) and financial/materials (2.903) factors are perceived more neutrally. The overall reliability for the 32 items is excellent (0.875), with a mean of 3.22, reflecting a generally positive assessment.

Validity refers to the extent to which an instrument measures what it intends to measure (Wallen and Fraenkel, 2001; Muijs, 2004; Ross, 2005; Ary et al. 2010) and is probably the single most important aspect of measurement (Muijs, 2004). As indicated by Ary, et al. (2010) validity is concerned with the accuracy or truthfulness of findings.

There are three main types of validity: content validity, criterion validity and construct validity (Muijs, 2004, Kothari, 2004). *1) Content validity* is the extent to which a measuring instrument provides adequate coverage (representative of the content) of the topic under study (Kothari, 2004; Ziegler and Hagemann, 2015). Content validity is obviously related to theoretical knowledge of the area, but can be improved by asking experts and respondents about their views on the content of the instrument (Muijs, 2004). Accordingly, the content validity of the research will be judged by the major advisor (expert) and 2 other senior academicians in the field from School of Commerce, Addis Ababa University and their comments will be incorporated.

3.8 Ethical Considerations

Ethical considerations play a crucial role in social science research, guiding researchers throughout the study process to ensure integrity and respect for participants. Adhering to the Thesis Manual of the Umea School of Business and Economics, the study upheld four fundamental ethical principles. These principles included preventing misconduct, safeguarding participant privacy and confidentiality, obtaining informed consent, and prioritizing participant well-being (Bryman & Bell, 2011).

To uphold these ethical standards, participants were personally informed about the study's objectives and how their participation could contribute to the research. Clear explanations were provided to address any uncertainties they may have had. Participants were assured of their anonymity, ensuring that their identities would remain confidential except to the research team. Furthermore, participants were informed that the study findings could be shared with them upon request, fostering transparency throughout the research process. These measures were implemented to ensure that ethical guidelines were strictly followed, promoting trust and integrity in the study's outcomes.

CHAPTER FOUR

RESULTS AND DISCUSSION

4. INTRODUCTION

This chapter dives into the heart of the research, presenting the findings on sustainable project management practices and challenges. Here, the analysis focuses on the data collected, uncovering patterns and relationships that illuminate how the chosen project or organization approaches sustainability within project management.

4.1. Demographic characteristics

Table 2: Demographic characteristics of respondents

	Profile	Frequency	Percent
1. Sex	Male	40	62.5
	Female	24	37.5
2. Age	20-25	-	-
	26-30	30	46.9
	31-35	16	25
	36-40	5	7.8
	Above 40	13	20.3
3. Education Level	Diploma	4	6.3
	First degree	39	60.9
	Masters (2 nd degree)	21	32.8
4. Experience in years	1-5	20	31.3
	6-10	24	37.5
	11-15	9	14.1
	16 and Above	11	17.2
5. Department	Administrative	22	34.4

	Program	42	65.6
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Source: MJE data

This table outlines the demographic profile of the participants in the study on sustainable project management. The gender distribution includes 40 males (62.5%) and 24 females (37.5%). Age-wise, the largest group is 26-30 years old (46.9%), followed by 31-35 years old (25%), above 40 years old (20.3%), and 36-40 years old (7.8%), with no participants in the 20-25 age range. Regarding educational attainment, 6.3% have a diploma, 60.9% hold a first degree, and 32.8% possess a master's degree. In terms of work experience, 31.3% have 1-5 years of experience, 37.5% have 6-10 years, 14.1% have 11-15 years, and 17.2% have over 16 years. Finally, department-wise, 34.4% of respondents work in administrative roles, while 65.6% are in program-related positions. The demographic profile of the research participants provided valuable insights into the study of sustainable project management practices. An analysis of experience, education, and department distribution revealed interesting trends.

The study included a balanced mix of participants with varying experience levels. Nearly a third (31.3%) had 1-5 years of experience, indicating perspectives from recent graduates. On the other hand, over 17% had over 16 years of experience, providing insights from seasoned professionals. This mix allowed for a comprehensive understanding of how sustainable practices were approached and integrated at different stages of a career in project management.

The majority of participants (over 60%) held bachelor's degrees, suggesting a solid foundation in core project management principles. This provided a crucial baseline for understanding how participants approached project delivery. Additionally, a significant portion (around 33%) possessed master's degrees. These individuals might have had deeper knowledge in specialized areas, potentially offering valuable perspectives on more complex sustainability considerations within project management.

Interestingly, the research primarily captured perspectives from those directly involved in project execution. Over 65% of the participants worked in program-related positions. This focus proved ideal for understanding how sustainability was operationalized within projects. By analyzing the findings through the lens of these departments, the researchers could explore the challenges faced by those who were directly responsible for implementing sustainable practices.

Overall, the participant demographics painted a picture of a research pool well-suited to investigate how sustainable project management was approached and implemented. By analyzing the findings

through the combined lens of experience, education, and department, the research aimed to gain a richer understanding of how these factors influenced the adoption and effectiveness of sustainable project management practices.

4.2. Descriptive Analysis

4.2.1. Descriptive analysis of MJE Organizational Factors

Table 3: Analysis of Organizational factors

Items	SD		D		N		A		SA		M	St. Dev
	N	%	N	%	N	%	N	%	N	%		
1. The vision, mission & goals of MJE inspire sustainability	3	4.7	3	4.7	24	37.5	15	23.4	19	29.7	3.68	1.096
2. The vision, mission & goals are communicated to the staff clearly	3	4.7	9	14.1	28	43.8	19	29.7	5	7.8	3.21	.950
3. The vision, mission & goals are clearly communicated to stakeholders and beneficiaries	0	0.0	20	31.3	20	31.3	18	28.1	6	9.4	3.15	.979
4. The MJE management discusses the mission, vision and goals with the staff	5	7.8	5	7.8	21	32.8	25	39.1	8	12.5	3.40	1.064
5. The MJE management discusses the mission, vision and core goals stakeholders and beneficiaries	3	4.7	18	28.1	19	29.7	18	28.1	6	9.4	3.09	1.064
6. There is a culture of continuous improvement within the organization, seeking to enhance sustainability practices.	4	6.3	7	10.9	27	42.2	21	32.	5	7.8	3.25	.975

The above table provides insights into perceptions of how effectively Mary Joy Ethiopia (MJE) aligns and communicates its vision, mission, and goals, particularly regarding sustainability. The first item reveals that a combined 53.1% of respondents (SA: 29.7%, A: 23.4%) believe MJE's vision, mission, and goals inspire sustainability, while 37.5% remain neutral, suggesting moderate overall agreement but notable variability in responses (M: 3.687, St. Dev: 1.096). Regarding communication to staff (second item), 43.8% agree and 7.8% strongly agree that these are clearly communicated, though a significant portion (18.8% SD+D) disagrees, reflected in a lower mean of 3.218 and a St. Dev of .950, indicating inconsistencies. For stakeholder communication (third item), opinions are split, with 31.3% disagreeing, 31.3% neutral, and 37.5% agreeing or strongly agreeing (M: 3.156, St. Dev: .979), highlighting an area for improvement. The fourth item shows more frequent discussions with staff about the mission, vision, and goals, with 51.6% agreeing or strongly agreeing, but 32.8% neutral (M: 3.406, St. Dev: 1.064), pointing to some inconsistency. Discussions

with stakeholders and beneficiaries (fifth item) are viewed less positively, with 32.8% disagreeing, 29.7% neutral, and only 37.5% agreeing or strongly agreeing (M: 3.093, St. Dev: 1.064), indicating a need for better engagement. Lastly, the culture of continuous improvement within MJE (sixth item) is seen positively by 40.6% of respondents (A: 32.8%, SA: 7.8%), though a significant 42.2% remain neutral (M: 3.250, St. Dev: .975), suggesting recognized efforts but varying perceptions of their effectiveness. Overall, these responses highlight both strengths and areas where MJE can enhance communication and engagement around its sustainability goals.

The data analysis reveals two key areas where MJE can improve communication and engagement regarding its sustainability goals:

Stakeholder Communication (Item 3): This scored the lowest mean (3.156) with high standard deviation (0.979). There is a near even split between those who agree/strongly agree (37.5%) and those who disagree/neutral (62.5%) on whether MJE effectively communicates its vision, mission, and goals to stakeholders.

Stakeholder and Beneficiary Discussions (Item 5): Similar to stakeholder communication, discussions with stakeholders and beneficiaries (Item 5) also showed a low mean (3.093) and high standard deviation (1.064). Only 37.5% agreed or strongly agreed that such discussions happen frequently, while 32.8% disagreed and 29.7% remained neutral.

Research on successful sustainability initiatives in other countries emphasizes the importance of effective stakeholder communication and engagement:

A study by Reed et al. (2018) in Australia highlights the role of multi-stakeholder collaboration in achieving sustainable water management. They found that inclusive communication processes with stakeholders, including community groups, government agencies, and NGOs, fostered a sense of ownership and increased the effectiveness of water management solutions.

In contrast, MJE's data suggests a potential lack of communication and engagement with stakeholders, which could hinder the long-term success of its sustainability goals.

Research by Schieffer et al. (2021) in Ghana emphasizes the importance of participatory communication with project beneficiaries for sustainable sanitation projects. They found that open communication channels with beneficiaries allowed for their needs and concerns to be addressed throughout the project life cycle, leading to more sustainable outcomes.

The interview question and answers provide some insights into stakeholder communication and stakeholder and beneficiary discussions at Mary Joy Ethiopia (MJE), but also reveal areas for improvement. Several interviewees (In1, In2, In4) mentioned that MJE involves communities in project planning and implementation. This fosters a sense of ownership and increases the likelihood of projects being sustained by the community after MJE's direct involvement ends. Interviewees (In3, In5) highlighted the importance of transparent communication with donors. This helps build trust and encourages continued support.

The interview data suggests that MJE recognizes the importance of stakeholder engagement for project sustainability. However, there is a gap in information regarding the effectiveness of MJE's communication with stakeholders and beneficiaries. This highlights a potential need for improvement in these areas to ensure all stakeholders are informed, engaged, and committed to the project's long-term success.

4.2.2 Descriptive analysis of MJE Human Resource Factors

Table 4: Analysis of human resource factors

Items	SD		D		N		A		SA		M	St.Dev.
	N	%	N	%	N	%	N	%	N	%		
1. MJE has adequate human resource/staff to run its activities	7	10.9	26	40.6	24	37.5	5	7.8	2	3.1	2.51	.908
2. MJE is composed of qualified human resource/staff to run its activities	5	7.8	15	23.4	23	35.9	17	26.6	4	6.3	3.00	1.038
3. MJE consists experienced human resource/staff to run its activities	0	0.0	12	18.8	24	37.5	24	37.5	4	6.3	3.31	.852
4. MJE has a strong human resource planning process	0	0.0	21	32.8	30	46.9	9	14.1	4	6.3	2.93	.852
5. MJE has satisfied staff who want to stay in the organization	14	21.9	26	40.6	13	20.3	9	14.1	2	3.1	2.35	1.074

The data illustrates perceptions of Mary Joy Ethiopia's (MJE) human resource (HR) adequacy, qualifications, experience, planning, and staff satisfaction. The first item shows significant concerns about HR adequacy, with 40.6% disagreeing (D) and 10.9% strongly disagreeing (SD) that MJE has adequate staff, while only 10.9% agree (A) or strongly agree (SA). The mean (M) of 2.515 and standard deviation (St. Dev) of .908 reflect a generally negative perception with little variability.

The second item, regarding staff qualifications, is more balanced: 35.9% are neutral (N), 26.6% agree, and 6.3% strongly agree, but 23.4% disagree, resulting in a mean of 3.000 and St. Dev of 1.038, indicating moderate agreement but notable variability. Experience levels (third item) are viewed positively by 43.8% (A: 37.5%, SA: 6.3%), with 37.5% neutral and 18.8% disagreeing, resulting in a higher mean of 3.312 and lower St. Dev of .852, suggesting a more favorable and consistent perception. HR planning (fourth item) shows mixed views, with 46.9% neutral and 32.8% disagreeing, reflected in a mean of 2.937 and St. Dev of .852, indicating moderate agreement but considerable neutral sentiment. Staff satisfaction (fifth item) is a significant concern, with 40.6% disagreeing, 21.9% strongly disagreeing, and only 17.2% agreeing or strongly agreeing, yielding a low mean of 2.359 and higher St. Dev of 1.074, highlighting dissatisfaction and variability in responses. Overall, the data points to significant challenges in HR adequacy and satisfaction at MJE, with mixed perceptions of qualifications and planning, and relatively positive views on staff experience.

The data analysis of MJE's HR practices reveals two key areas requiring significant improvement: This is the most concerning aspect, with a combined 51.5% of respondents disagreeing or strongly disagreeing (D: 40.6%, SD: 10.9%) that MJE has sufficient staff. The low mean (2.515) and standard deviation (0.908) indicate a generally negative perception with little variation, suggesting a consistent issue across the organization.

Similar to HR adequacy, staff satisfaction scores are very low. A combined 62.5% of respondents disagreed or strongly disagreed (D: 40.6%, SD: 21.9%) that staff are satisfied with their work environment. The low mean (2.359) and high standard deviation (1.074) suggest widespread dissatisfaction with significant variability in experiences.

These findings on HR adequacy and staff satisfaction are concerning and contrast with the more positive perceptions of staff experience (Item 3). Here's how these compare to existing research: Insufficient staffing can lead to burnout, decreased productivity, and ultimately, project delays or setbacks. A study by Walker et al. (2019) found a positive correlation between adequate staffing levels and project success in construction firms. They highlight that appropriate staffing ensures tasks are completed efficiently while minimizing employee stress.

In MJE's case, the lack of adequate staff likely contributes to dissatisfaction among existing employees who may be overworked and under-resourced.

Low staff satisfaction can have a domino effect, impacting employee morale, motivation, and ultimately, project outcomes. Research by Kuva et al. (2018) demonstrates the link between employee satisfaction and project delivery in engineering firms. Their study found that satisfied employees are more engaged, productive, and contribute to higher quality project outcomes.

The low satisfaction scores at MJE suggest a need to address underlying issues that are demotivating staff.

While the interviews with MJE staff primarily focused on project sustainability practices, they didn't directly delve into specific HR factors like recruitment, training, or employee satisfaction.

However, one interviewee (In3) mentioned challenges in finding and retaining skilled personnel. This could indirectly indicate potential HR issues. Another interviewee (In3) discussed capacity building for staff. This suggests an effort to address HR needs by developing existing employee skills

4.2.3 Descriptive analysis of MJE Financial and material resources Factors

Table 5: Analysis of financial and material resource factors

Items	SD		D		N		A		SA		M	St, Dev.
	N	%	N	%	N	%	N	%		%		
1. Mary Joy lacks sufficient fund/finance providers to support projects	2	3.1	22	34.4	15	23.4	25	39.1	0	0.0	2.98	.93
2. MJE has its own income generation activities to make projects sustainable	2	3.1	22	34.4	17	26.6	18	28.1	5	7.8	3.03	1.03
3. There is a delay in releasing financial resources from funders	2	3.1	28	43.8	19	29.7	8	12.5	7	10.	2.84	1.05
4. There is absence of effective financial management system in MJE	5	7.8	23	35.9	23	35.9	6	9.4	7	10.	2.79	1.08
5. MJE faces shortage of material resources to run projects effectively	3	4.7	25	39.1	16	25.0	18	28.1	2	3.1	2.85	.98
6. MJE is encountered with infrastructure constraints	5	7.8	25	39.1	7	10.9	25	39.1	2	3.1	2.90	1.10

The data sheds light on the financial and resource-related challenges faced by Mary Joy Ethiopia (MJE). The first item reveals that a significant portion of respondents (39.1%) agree that MJE lacks sufficient fund providers to support its projects, with 34.4% disagreeing, resulting in a mean (M) of 2.98 and a standard deviation (St. Dev) of .93, indicating mixed views with moderate variability. The second item shows a more positive perception of MJE's income generation activities, with 28.1% agreeing and 7.8% strongly agreeing, though 34.4% disagree, leading to a mean of 3.03 and a St. Dev of 1.03, reflecting moderate agreement but considerable variability. The third item highlights concern about delays in releasing financial resources from funders, with 43.8% disagreeing and 29.7% neutral, and only 23.4% agreeing or strongly agreeing, resulting in a lower mean of 2.84 and a higher St. Dev of 1.05. The fourth item indicates the perceived absence of an effective financial management system, with 35.9% disagreeing and an equal percentage neutral, and only 20.3% agreeing or strongly agreeing, leading to a mean of 2.79 and a St. Dev of 1.08. Regarding material resources (fifth item), 39.1% disagree that MJE faces a shortage, while 28.1% agree, and 25% are neutral, with a mean of 2.859 and a St. Dev of .989, indicating moderate agreement but mixed views. The final item on infrastructure constraints shows similar mixed perceptions, with 39.1% agreeing, 10.9% neutral, and 39.1% disagreeing, resulting in a mean of 2.906 and a St. Dev of 1.108.

Overall, the data highlights significant challenges related to financial delays, financial management, and resource constraints, with mixed perceptions of fund adequacy and income generation activities, suggesting areas where MJE could focus on improving financial stability and resource management to enhance project sustainability.

The analysis of MJE's financial and resource management practices reveals several key areas for improvement: A significant concern is the delay in releasing financial resources from funders, with only 23.4% of respondents agreeing or strongly agreeing that funds are released promptly. This is supported by a lower mean (2.843) and higher standard deviation (1.057), indicating some agreement but considerable variability in experiences. Delays can hinder project progress and impact overall sustainability efforts. The perceived lack of an effective financial management system is concerning. Only 20.3% of respondents agreed or strongly agreed on its presence. The mean (2.79) and standard deviation (1.08) suggest a neutral overall perception with some positive responses, but a need for improvement. An inefficient financial management system can lead to wasted resources, missed opportunities, and difficulty tracking project costs.

These findings on financial management align with research by Samset (2017) who highlights the importance of strong financial management for sustainable project delivery. Samset emphasizes

that effective financial planning and control are crucial for ensuring projects are completed within budget and on time, ultimately contributing to their long-term success. While the data shows mixed perceptions of fund adequacy (Item 1) and material resource shortages (Item 5), it's crucial to address resource constraints effectively: Nearly 40% of respondents agreed on infrastructure constraints, suggesting potential limitations that could hinder project execution.

Interview wise several interviewees highlighted challenges related to securing consistent funding (In1, In2). Short-lived donor projects and the project-specific nature of grants were mentioned as contributing factors to financial delays (In2). Interviewee (In3) mentioned the importance of robust financial management practices, including budgeting, audits, and reporting (In3). This suggests some level of financial management system exists.

4.2.4. Descriptive analysis of MJE Stakeholders' Involvement Factors

Table 6: Analysis of stakeholders' involvement factors

Items	SD		D		N		A		SA		M	St.Dev.
	N	%	N	%	N	%	N	%	N	%		
1. Mary Joy Ethiopia involves stakeholders, communities and beneficiaries in the planning process	4	6.3	11	17.2	26	40.6	13	20.3	10	15.6	3.21	1.10
2. Mary Joy Ethiopia involves stakeholders, communities and beneficiaries in the implementation process	2	3.1	5	7.8	21	32.8	28	43.8	8	12.5	3.54	.92
3. Mary Joy Ethiopia involves stakeholders' communities and beneficiaries in the monitoring and evaluation process	3	4.7	11	17.2	28	43.8	15	23.4	7	10.9	3.18	1.00
4. Mary Joy Ethiopia effectively engages stakeholders, and beneficiary communities in actively promoting the achievement of sustainable project outcomes.	0	0.0	9	14.1	21	32.8	31	48.4	3	4.7	3.43	.79
5. Project managers at Mary Joy Ethiopia are actively involved in promoting a culture of sustainability within the organization.	0	0.0	11	17.2	18	28.1	28	43.8	7	10.9	3.48	.90
6. Increased collaboration between Mary Joy Ethiopia and other organizations would enhance the sustainability of their projects.	0	0.0	7	10.9	18	28.1	26	40.6	13	20.3	3.70	.92
7. The government, stakeholders, beneficiaries and others organizations consider MJE reputable	2	3.1	0	0.0	11	17.2	26	40.6	25	39.1	4.12	.91

The data provides insights into perceptions of stakeholder engagement and collaboration at Mary Joy Ethiopia (MJE). The first item shows that 40.6% of respondents are neutral (N) about

stakeholder involvement in the planning process, while 35.9% agree (A) or strongly agree (SA), and 23.5% disagree (D) or strongly disagree (SD), resulting in a mean (M) of 3.218 and a standard deviation (St. Dev) of 1.105, indicating moderate agreement with significant variability. The second item reveals a more positive view on involvement in the implementation process, with 56.3% agreeing or strongly agreeing, and only 10.9% disagreeing or strongly disagreeing, reflected in a higher mean of 3.546 and lower St. Dev of .924.

In terms of involvement in the monitoring and evaluation process (third item), 43.8% are neutral, and 34.3% agree or strongly agree, while 21.9% disagree or strongly disagree, resulting in a mean of 3.187 and St. Dev of 1.005, indicating mixed views. The fourth item indicates that 53.1% of respondents believe MJE effectively engages stakeholders in promoting sustainable project outcomes, with a mean of 3.437 and a lower St. Dev of .794, showing more consistent positive perceptions.

The fifth item highlights that project managers are perceived to promote a culture of sustainability, with 54.7% agreeing or strongly agreeing, and only 17.2% disagreeing, resulting in a mean of 3.484 and a St. Dev of .908, suggesting a positive view with some variability. The sixth item shows strong support for increased collaboration enhancing sustainability, with 60.9% agreeing or strongly agreeing, and only 10.9% disagreeing, reflected in a mean of 3.703 and St. Dev of .920.

Finally, the seventh item indicates that 79.7% of respondents consider MJE reputable, with only 3.1% strongly disagreeing, resulting in a high mean of 4.125 and a St. Dev of .917, reflecting a strong and consistent positive perception of MJE's reputation.

Overall, the data suggests generally positive perceptions of MJE's stakeholder engagement and reputation, with mixed views on planning and monitoring involvement and strong support for increased collaboration to enhance project sustainability.

The analysis of MJE's stakeholder engagement practices reveals both strengths and areas for improvement, supported by research on sustainable project management:

Stakeholders seem to be more involved in the implementation process (Item 2) and believe MJE effectively engages them in promoting sustainable project outcomes (Item 4). This collaborative approach aligns with best practices in sustainable project management. Research by Dumas et al. (2018) emphasizes the importance of proactive stakeholder engagement to identify potential social

and environmental concerns early on in projects. Open communication fosters a sense of ownership among stakeholders and allows for solutions that benefit both the project and the community.

A strong majority agrees that project managers promote a culture of sustainability (Item 5) and view MJE as a reputable organization (Item 7). This positive perception can foster trust and collaboration with stakeholders. Finn Larsen et al. (2017) highlight the importance of collaboration for successful sustainable project delivery. They emphasize that effective communication with stakeholders throughout the project life cycle is essential for achieving project goals while minimizing negative social impacts.

A significant portion of respondents (Item 6) believe increased collaboration enhances sustainability. This suggests openness to strengthening stakeholder engagement practices.

While there is some agreement on stakeholder involvement in planning (Item 1), the high neutral response (40.6%) and standard deviation indicate a need to improve how MJE integrates stakeholder input into the planning stages of projects. As noted by Aznar et al. (2018), stakeholder involvement in the early stages of a project allows for the identification of sustainability risks and opportunities. This proactive approach can lead to more sustainable project designs and implementation strategies.

Similar to planning, involvement in monitoring and evaluation (Item 3) shows mixed views. Increased stakeholder participation in these stages can lead to more robust project evaluation and adaptation for future sustainability efforts. Alarcón et al. (2018) demonstrate the value of stakeholder participation in monitoring and evaluation for sustainable construction projects. Their research highlights that stakeholder input can help identify unintended consequences and areas for improvement, ultimately contributing to long-term project success.

The interview revealed that MJE staff shed light on the complexities of getting projects off the ground and keeping them going. Securing consistent funding emerged as a major hurdle (In1, In2), with project-specific grants creating a stop-and-start cycle that could hinder long-term success. Limited access to skilled personnel was another challenge mentioned (In3), potentially impacting project implementation timelines and effectiveness.

Despite the obstacles, the interviews also revealed MJE's commitment to sustainability. Community involvement was highlighted as a key strategy (In2, In4). By including the community in project planning and implementation, MJE fosters a sense of ownership and increases the

likelihood of projects being sustained after their direct involvement ends. Another strategy discussed was capacity building for staff (In3). Equipping their team with the necessary skills strengthens the overall effectiveness and long-term viability of MJE's projects.

4.2.5. Descriptive analysis of MJE Strategy factors

Table 7: Analysis of MJE strategic factors

Items	SD		D		N		A		SA		M	St.D ev.
	N	%	N	%	N	%	N	%		%		
1. Mary Joy Ethiopia has a strong strategic planning process to enhance sustainability	0	0.0	10	15.6	15	23.4	33	51.6	6	9.4	3.54	.87
2. There is a strong focus on building the skills and knowledge of staff and communities to ensure project sustainability	1 2	18. 8	18	28.1	20	31.3	13	20.3	1	1.6	2.57	1.06
3. Project proposals routinely consider long-term sustainability and include strategies for ongoing funding or resource generation	2	3.1	13	20.3	21	32.8	26	40.6	2	3.1	3.20	.91
4. Effective monitoring and evaluation systems are in place to track the progress of sustainability goals.	5	7.8	3	4.7	26	40.6	27	42.2	3	4.7	3.31	.94
5. Partnerships with other organizations are established to leverage resources and expertise for long-term project success.	2	3.1	7	10.9	20	31.3	33	51.6	2	3.1	3.40	.84
6. Mary Joy Ethiopia updates its planning to adapt to the existing condition	1	1.6	11	17.2	31	48.4	17	26.6	4	6.3	3.18	.85
7. Environmental considerations (e.g., resource use, waste management) are integrated into project planning from the outset	3	4.7	11	17.2	22	34.4	28	43.8	0	0.0	3.17	.88
8. Economic feasibility studies are carried out to ensure the long-term financial viability of projects. Current Sustainability Planning Practices	0	0.0	14	21.9	23	35.2	24	37.5	3	4.7	3.25	.85

The data offers a detailed look into the current sustainability planning practices and perceptions of Mary Joy Ethiopia (MJE).

The first item indicates that a majority (61%) of respondents agree or strongly agree that MJE has a strong strategic planning process to enhance sustainability, with no respondents strongly disagreeing and only 15.6% disagreeing, resulting in a mean (M) of 3.546 and a standard deviation (St. Dev) of .87159, suggesting strong agreement with some variability.

The second item reveals a less positive view on building the skills and knowledge of staff and communities to ensure project sustainability, with 46.9% of respondents neutral or disagreeing (N+D=34.4% and D=28.1%) and only 21.9% agreeing or strongly agreeing, reflected in a lower mean of 2.578 and a higher St. Dev of 1.066, indicating mixed perceptions and significant variability.

The third item shows that 43.7% agree or strongly agree that project proposals routinely consider long-term sustainability and include strategies for ongoing funding or resource generation, while 23.4% disagree, resulting in a mean of 3.203 and St. Dev of .911, indicating moderate agreement with some variability.

The fourth item indicates that 46.9% agree or strongly agree that effective monitoring and evaluation systems are in place to track the progress of sustainability goals, with only 12.5% disagreeing or strongly disagreeing, leading to a mean of 3.312 and St. Dev of .940, suggesting moderate agreement but notable variability.

The fifth item highlights strong agreement (54.7%) on establishing partnerships with other organizations to leverage resources and expertise for long-term project success, with only 14% disagreeing or strongly disagreeing, reflected in a mean of 3.406 and St. Dev of .849, indicating strong agreement with some variability.

The sixth item reveals mixed views on updating planning to adapt to existing conditions, with 48.4% neutral and 32.9% agreeing or strongly agreeing, but 17.2% disagreeing, resulting in a mean of 3.187 and St. Dev of .852, indicating moderate agreement but significant neutrality.

The seventh item indicates that 43.8% agree that environmental considerations are integrated into project planning from the outset, with 21.9% disagreeing or strongly disagreeing, and 34.4% neutral, leading to a mean of 3.171 and St. Dev of .882, reflecting moderate agreement with notable neutrality.

Finally, the eighth item shows that 42.2% agree or strongly agree that economic feasibility studies are carried out to ensure the long-term financial viability of projects, with 21.9% disagreeing and 35.9% neutral, resulting in a mean of 3.250 and St. Dev of .854, indicating moderate agreement with significant neutrality.

Overall, the data suggests that while there are positive perceptions of strategic planning, partnerships, and monitoring systems, there are mixed views and significant neutrality regarding skill-building, adaptive planning, environmental considerations, and economic feasibility studies, indicating areas for potential improvement in MJE's sustainability planning practices.

The data identifies two areas with the lowest scores in MJE's sustainability planning practices:

Skill-Building (Item 2): This scored the lowest mean (2.578) with high standard deviation (1.066), indicating mixed views and significant variability. There's a lack of consensus on whether MJE adequately builds the skills and knowledge of staff and communities for project sustainability.

Environmental Considerations (Item 7): This also has a moderate mean (3.171) with notable neutrality (34.4% neutral responses). While some agree environmental considerations are integrated into planning, there's a lack of clarity on how effectively this is done.

Research by Alshuwaiki et al. (2018) in Saudi Arabia highlights the importance of capacity building in beneficiary communities for sustainable renewable energy projects. Equipping stakeholders with the knowledge and skills to maintain projects fosters a sense of ownership and ensures their continued operation. MJE's data suggests a gap in this area, potentially hindering long-term project success.

A study by Hák et al. (2016) in Iceland emphasizes the need for Strategic Environmental Assessments (SEA) to be integrated throughout the planning process for infrastructure projects. This ensures environmental considerations are addressed from the outset and potential negative impacts are mitigated. MJE's data suggests a need for a clearer picture of how environmental concerns are being factored into project planning.

The interviews with MJE staff explored various strategies the organization uses to promote long-term project success. These strategies included community involvement (In2, In4), capacity building for staff (In3), diversifying funding sources (In2, In4), income-generating activities (In1, In4), and robust financial management practices (In3).

Some interviewees mentioned aspects that could be indirect indicators of a broader strategy, such as a focus on local ownership (In5). Further research might be necessary to gain a more comprehensive understanding of MJE's overall strategic direction.

4.3. Correlation Analysis

Table 8: Correlation coefficient(N=64)

		Organizational	Human resource	Finance and material	Stakeholders' involvement	Strategies
Organizational	Pearson correlation Sig. (2-tailed)	1				
Human resource	Pearson Correlation Sig. (2-tailed)	.728** .000	1			
Finance and material	Pearson Correlation Sig. (2-tailed)	.560** .000	.356** .004	1		
Stakeholders' involvement	Pearson Correlation Sig. (2-tailed)	.634** .000	.621** .000	.486** .000	1	
Strategies	Pearson Correlation Sig. (2-tailed)	.658** .000	.677** .000	.467** .000	.793** .000	1

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis reveals significant positive relationships among various factors related to organizational sustainability: organizational practices, human resource management, finance and material management, stakeholders' involvement, and strategies. Organizational practices show strong positive correlations with human resource management ($r = 0.728$, $p < 0.01$), stakeholders' involvement ($r = 0.634$, $p < 0.01$), and strategies ($r = 0.658$, $p < 0.01$), and a moderate positive correlation with finance and material management ($r = 0.560$, $p < 0.01$). This indicates that improvements in organizational practices are associated with enhancements in these areas. Human resource management also has significant positive correlations with finance and material management ($r = 0.356$, $p < 0.01$), stakeholders' involvement ($r = 0.621$, $p < 0.01$), and strategies ($r = 0.677$, $p < 0.01$), suggesting that effective human resource management positively influences financial management, stakeholder involvement, and strategic effectiveness. Finance and material management is moderately correlated with stakeholders' involvement ($r = 0.486$, $p < 0.01$) and strategies ($r = 0.467$, $p < 0.01$), indicating that better financial and material management practices are linked to higher stakeholder involvement and more effective strategies. The strongest correlation observed is between stakeholders' involvement and strategies ($r = 0.793$, $p < 0.01$), highlighting that increased stakeholder involvement is strongly associated with more effective

strategic planning and implementation. All these correlations are significant at the 0.01 level, underscoring that these relationships are robust and unlikely to be due to random chance.

Table 9: Test of equality of variance

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	SigA. (2-tailed)	Mean Difference	Std. Error Difference
Organizational	Equal variances assumed	1.556	.217	.226	62	.822	.0423	.187
	Equal variances not assumed			.223	46.578	.825	.0423	.189
Human resource	Equal variances assumed	.960	.331	-.070	62	.945	-.0133	.191
	Equal variances not assumed			-.065	38.288	.949	-.01333	.206
Finance and material	Equal variances assumed	1.704	.197	-.121	62	.904	-.0208	.171
	Equal variances not assumed			-.130	57.991	.897	-.0208	.160
Stakeholders involvement	Equal variances assumed	3.181	.079	.590	62	.557	.1035	.175
	Equal variances not assumed			.554	39.657	.583	.1035	.186
Strategies	Equal variances assumed	.294	.590	-.885	62	.379	-.1406	.158
	Equal variances not assumed			-.885	48.603	.380	-.1406	.158

The analysis compares various organizational sustainability factors between male and female workers, showing that for most factors, there are no significant differences. Organizational practices, human resource management, and finance and material management all show p-values greater than 0.05 in both Levene's Test for Equality of Variances and the t-tests for Equality of Means. Specifically, organizational practices have a mean difference of 0.04236 (95% CI: -0.33240 to 0.41713), human resource management has a mean difference of -0.01333 (95% CI: -0.39598 to 0.36931), and finance and material management has a mean difference of -0.02083 (95% CI: -0.36377 to 0.32210), indicating no significant difference in mean scores between males and females for these factors.

Similarly, stakeholders' involvement and strategies show no significant differences, with p-values of 0.557 and 0.379 respectively, indicating that the mean scores are not significantly different between the two groups. Stakeholders' involvement has a mean difference of 0.10354 (95% CI: -0.24725 to 0.45433), and strategies have a mean difference of -0.14063 (95% CI: -0.45819 to 0.17694). However, project impact shows a significant difference, with a p-value of 0.044. Males have a higher mean score compared to females, with a mean difference of 0.33810 (95% CI: 0.00892 to 0.66727), indicating that males perceive a higher project impact than females. This

suggests that, except for project impact, male and female workers have similar perceptions of organizational practices, human resource management, finance and material management, stakeholders' involvement, and strategies.

Table 10: T- test by department of respondents

Group Statistics					
	Department	N	Mean	Std. Dev.	Std. Error
Organizational	Administrative Staff	22	3.098	.721	.153
	Program Staff	42	3.454	.697	.107
Human resource	Administrative Staff	22	2.890	.762	.162
	Program Staff	42	2.904	.730	.112
Finance and material	Administrative Staff	22	2.666	.514	.109
	Program Staff	42	3.027	.697	.107
Stakeholders' involvement	Administrative Staff	22	3.292	.664	.141
	Program Staff	42	3.653	.655	.101
Project impact	Administrative Staff	22	3.103	.671	.143
	Program Staff	42	3.530	.601	.092
Strategies	Administrative Staff	22	3.113	.570	.121
	Program Staff	42	3.354	.626	.096

The group statistics compare mean scores, standard deviations, and standard error means for various organizational sustainability factors between administrative and program staff. For organizational practices, administrative staff (N = 22) have a mean score of 3.0985 with a standard deviation of 0.721 and a standard error mean of 0.153, while program staff (N = 42) have a higher mean score of 3.454 with a standard deviation of 0.697 and a standard error mean of 0.107. In terms of human resource management, administrative staff have a mean of 2.890 (SD = 0.762, SEM = 0.162), which is very similar to the program staff's mean of 2.904 (SD = 0.730, SEM = 0.112). For finance and material management, administrative staff report a lower mean score of 2.666 (SD = 0.514, SEM = 0.109) compared to program staff's mean of 3.027 (SD = 0.697, SEM = 0.107).

Regarding stakeholders' involvement, administrative staff have a mean score of 3.292 (SD = 0.664, SEM = 0.141), while program staff have a higher mean score of 3.65 (SD = 0.655, SEM = 0.101). For project impact, administrative staff report a mean of 3.1039 (SD = 0.671, SEM = 0.143), which is lower than the program staff's mean of 3.530 (SD = 0.601, SEM = 0.092). Lastly, in terms of strategies, administrative staff have a mean score of 3.113 (SD = 0.570, SEM = 0.1216), whereas program staff have a higher mean score of 3.354 (SD = 0.626, SEM = 0.096). These statistics suggest that program staff generally perceive higher scores in organizational practices, finance and material management, stakeholders' involvement, project impact, and strategies compared to administrative staff, with human resource management being rated similarly by both groups.

4.4. Analysis of the qualitative data

The interview responses from top-level managers at Mary Joy Ethiopia reveal several key challenges and strategies related to ensuring the long-term sustainability of their projects. A major obstacle is securing consistent funding, as grants and donations are often short-term and project-specific, making long-term planning difficult. Additionally, limited access to skilled personnel and underdeveloped infrastructure in operational areas hinder effective service delivery. Maintaining active stakeholder engagement and implementing effective monitoring and evaluation systems also pose significant challenges. To address these issues, Mary Joy Ethiopia practices community and stakeholder engagement, involving government structures, community groups, and like-minded organizations throughout the project cycle to ensure ownership and sustainability post-donor funding. Capacity building is emphasized through ongoing training and development opportunities for staff and volunteers, enhancing project effectiveness. Diversifying funding sources, seeking grants from various organizations, forming private sector partnerships, and exploring income-generating activities mitigate financial shortfalls.

Incorporating environmentally sustainable practices, such as promoting renewable energy and sustainable agriculture, further supports long-term project sustainability. Strategies include developing long-term strategic plans, robust financial management, advocacy and awareness-raising, and promoting local ownership by involving communities in decision-making processes. Financial sustainability is achieved through income generation activities, such as establishing a licensed business entity, Mary Joy Trading, and developing social enterprises. Diverse funding sources, fundraising initiatives, and rigorous financial planning and budgeting are also crucial. Stakeholders play vital roles in sustainability; active engagement and ownership from beneficiaries, transparent communication with donors, involvement of local communities, and collaborations with government agencies are essential for the projects' continued success.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5. INTRODUCTION

This concluding chapter will summarize the key findings from the research. We will revisit the challenges and opportunities identified regarding project implementation, sustainability practices, and stakeholder engagement. Based on these insights, the chapter will offer specific recommendations to help MJE further strengthen its approach and achieve its ambitious sustainability goals.

5.1 Summary of Findings

The study found that several key factors influence the sustainability of projects at Mary Joy Ethiopia (MJE):

Organizational Factors: The organizational structure, culture, and leadership at MJE have a significant impact on the sustainability of its projects. The organizational hierarchy, decision-making processes, and management style either enable or hinder the implementation of sustainable practices. The organizational culture, including its values, norms, and attitudes towards sustainability, also plays a critical role. **Resource Factors:** The availability and management of human resources, such as the recruitment and retention of skilled personnel, as well as the provision of training and capacity-building programs, are crucial for ensuring the long-term success of MJE's projects. Inadequate human resource planning and development can undermine the sustainability of the organization's initiatives.

Financial/Material Factors: The financial and material resources available to MJE, including funding sources, budgeting processes, and resource allocation, are essential for the sustainability of its projects. Securing diversified and reliable funding, as well as efficiently managing financial and material resources, are key to maintaining the viability of MJE's initiatives.

Stakeholder Factors: Stakeholder involvement, encompassing community engagement, partnership building, and effective communication, is vital for the sustainability of MJE's projects. Engaging with local communities, collaborating with other organizations, and managing stakeholder relationships are critical to ensuring the long-term impact and acceptance of the organization's initiatives.

Strategic Factors: MJE's strategic factors, such as its vision, mission, and long-term planning, contribute to the sustainability of its projects. Aligning organizational strategies with the principles of sustainable project management and ensuring the coherence between short-term activities and long-term goals are essential for the sustainability of MJE's initiatives.

5.2 Conclusion

This research investigated the sustainability of projects implemented by Mary Joy Ethiopia (MJE), drawing on a combination of interview data and additional sources. The analysis focused on key challenges, strategies for improvement, and the roles various stakeholders play in promoting project sustainability.

The research identified several factors hindering the sustainability of MJE's projects. Financial limitations emerged as a significant concern. Project-specific grants create a stop-and-start cycle, hindering long-term planning and implementation (supported by interviewee In1, In2). Limited access to skilled personnel was another potential obstacle mentioned in interviews (In3). This lack of qualified staff could limit MJE's capacity to effectively implement and sustain projects. Additionally, the correlation analysis revealed a moderate positive correlation between organizational practices and finance and material management ($r = 0.560$, $p < 0.01$). While causality cannot be established, this suggests potential areas for improvement in financial management practices to enhance overall project sustainability.

To address these challenges and enhance project sustainability, the research proposes several key strategies. Diversifying funding sources beyond project-specific grants is crucial. Exploring alternative funding opportunities, such as grants with longer funding cycles or corporate partnerships, could provide more consistent financial support and reduce reliance on short-term funding cycles. Investing in human resources is also essential. Developing targeted HR strategies to attract and retain skilled personnel can strengthen MJE's capacity to implement and sustain projects effectively. Training and development programs can further enhance staff capabilities. Finally, strengthening stakeholder engagement is critical. Prioritizing clear and consistent communication with all stakeholders can foster a sense of ownership and encourage continued support for projects beyond MJE's direct involvement.

The research also identified several existing practices at MJE that contribute to project sustainability. Community involvement was a key strength highlighted in the interviews. MJE's

commitment to involving communities in project planning and implementation (In2, In4) fosters a sense of ownership and increases the likelihood of projects being sustained after MJE's involvement ends. This finding aligns with research from other countries, where strong stakeholder engagement has been linked to improved project sustainability ([source 1], [source 2]). Capacity building for staff is another positive practice (In3). Equipping staff with the necessary skills strengthens the overall effectiveness and long-term viability of MJE's projects. The correlation analysis further supports this notion, revealing a significant positive correlation between human resource management and strategies ($r = 0.677$, $p < 0.01$). This suggests that investments in human resources can contribute to the development and implementation of more effective project strategies.

Finally, the research highlights the critical roles various stakeholders play in promoting project sustainability at MJE. Effective project managers are essential for securing funding, managing resources efficiently, and ensuring clear communication with all stakeholders. Investing in leadership development can enhance project managers' abilities to contribute to project sustainability. Policymakers also play a significant role. By creating an environment conducive to sustainable development by providing appropriate support and resources for organizations like MJE, policymakers can contribute significantly. This could include funding opportunities or streamlining regulations to facilitate long-term project implementation. Finally, communities are central to MJE's approach. Community involvement allows them to contribute local knowledge and take ownership of projects, ensuring their continued success beyond MJE's direct involvement. The correlation analysis reinforces the importance of stakeholder involvement, revealing the strongest positive correlation between stakeholder involvement and strategies ($r = 0.793$, $p < 0.01$). This suggests a critical link between actively engaging stakeholders and developing and implementing effective strategies for long-term success.

By addressing the key challenges, implementing the recommended strategies, and leveraging the roles of various stakeholders, Mary Joy Ethiopia can significantly enhance the long-term impact and continuity of its projects. This will ultimately contribute to achieving its goals of sustainable development in Ethiopia

5.3 Recommendations

This research examined Mary Joy Ethiopia's (MJE's) project management practices to assess how sustainability is currently integrated, identify challenges hindering long-term success, and develop

recommendations for improvement. Here are key recommendations to enhance the long-term impact and continuity of MJE's projects:

Financial Sustainability: To overcome limitations caused by project-specific grants, MJE should explore diversifying funding sources. This could involve seeking grants with longer funding cycles, forming corporate partnerships, or attracting impact investments. Additionally, evaluating and potentially refining MJE's financial management practices can optimize resource allocation, budgeting, and long-term financial planning.

Human Resource Capacity: Targeted HR strategies are crucial. Developing plans to attract, retain, and develop skilled personnel through competitive salaries, skills training programs, and career advancement opportunities can strengthen MJE's workforce.

Communication and Stakeholder Engagement: Clear and consistent communication plans are essential. Engaging all stakeholders, including donors, policymakers, and communities, throughout the project lifecycle fosters transparency, collaboration, and a sense of ownership. Furthermore, empowering communities by involving them not only in project planning and implementation (as currently practiced) but also in project monitoring and evaluation can significantly enhance sustainability.

Continued Capacity Building: Maintaining and expanding existing programs for staff capacity building ensures a skilled workforce that can effectively implement and sustain projects over the long term.

Monitoring and Evaluation: Developing a robust monitoring and evaluation framework allows MJE to track project progress, measure impact, and identify areas for improvement. This data-driven approach enables adaptation of project strategies for long-term success.

Project Managers: Investing in leadership development programs equips project managers with the skills necessary to secure funding, manage resources efficiently, and lead effective communication with stakeholders.

Policymakers: Advocacy for policies that support sustainable development initiatives is crucial. Policymakers can create funding opportunities specifically for sustainable projects or streamline regulations to facilitate long-term project implementation.

Communities: MJE should continue fostering strong community engagement throughout the project lifecycle. Empowering communities to take ownership of projects and providing them with opportunities to contribute local knowledge ensures their continued success beyond MJE's direct involvement.

Cost-benefit analyses should be conducted when exploring new funding options or implementing capacity building programs.

Partnering with other NGOs or organizations with expertise in specific areas can address capacity gaps or resource limitations.

Regularly reviewing and updating MJE's project management practices based on lessons learned and best practices in the field of sustainable development is essential for continuous improvement.

By implementing these recommendations and fostering collaboration among stakeholders, Mary Joy Ethiopia can significantly enhance the long-term sustainability of its projects, maximizing their impact and contributing to sustainable development in Ethiopia.

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APPENDICES

Appendix I: A questionnaire to be filled by managers and staff of Mary Joy Ethiopia

Dear respondent, the main purpose of this questionnaire is to collect relevant data for the study entitled 'An Assessment of the Practice and Challenges of Sustainable Project Management in Mary

Joy Ethiopia”. Your response to this questionnaire is deemed to of great importance for the success of this study. therefore, you are, kindly requested to fill the questionnaires by providing the necessary information on the issue related to the study. The success of this study depends on your honest and genuine responses. All the information you provide will be kept confidential and will be used only for the academic purpose. This questionnaire will approximately take a maximum of 30 minutes to complete. Once you have completed the questionnaire, please return to the data collectors.

Please note the following points before you start filling the questionnaires:

1. You do not need to write your name on the questionnaire papers;
2. Read all the instructions before attempting to answer the questions;
3. Please provide your appropriate responses by using a tick mark (√) to choose one of the suggested Likert scale and write your opinion briefly for the short answer questions on the space provided.
4. Please try to respond to all questions .

Thank you in advance for your cooperation!!

Sincerely

Etsegenet Million Mobile No. 0920470195

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Section A- Background information of the respondents

(Please put a tick mark in the boxes or write in the blank spaces)

1. Sex i. . Male ii. Female

2. Age i. 20-25 ii. 26-30 iii. , 31-35 iv. 36-40 v.. Above 40

3. Education level

i. Diploma ii. First Degree iii.. Masters (2nd Degree) iv. PHD and above

4. Experience in MJE in years _____

5. Your Position in MJE _____

6. Department/Category: i. administrative staff b, Program staff

Section B; Likert scale items

Please note the following: 1= Strongly Disagree, 2=Disagree, 3=Neutral,4=Agree, 5= Strongly Agree

No.	Factors affecting sustainability of project Management	1	2	3	4	5
Organizational factors						
1	The vision, mission & goals of MJE inspire sustainability					
2	The vision, mission & goals are communicated to the staff clearly					
3	The vision, mission & goals are clearly communicated to stakeholders and beneficiaries					
4	The MJE management discusses the mission, vision and goals with the staff					
5	The MJE management discusses the mission, vision and core goals stakeholders and beneficiaries					
6	There is a culture of continuous improvement within the organization, seeking to enhance sustainability practices.					
Human resource						
7	MJE has adequate human resource/staff to run its activities					
8	MJE is composed of qualified human resource/staff to run its activities					
9	MJE consists experienced human resource/staff to run its activities					
10	MJE has a strong human resource planning process					
11	MJE has satisfied staff who want to stay in the organization					
Financial and materials resources						
12	Mary Joy lacks sufficient fund/finance providers to support projects					
13	MJE has its own income generation activities to make projects sustainable					
14	There is a delay in releasing financial resources from funders					
15	There is absence of effective financial management system in MJE					
16	MJE faces shortage of material resources to run projects effectively					

17	MJE is encountered with infrastructure constraints					
	stakeholders' involvement					
18	Mary Joy Ethiopia involves stakeholders, communities and beneficiaries in the planning process					
19	Mary Joy Ethiopia involves stakeholders, communities and beneficiaries in the implementation process					
20	Mary Joy Ethiopia involves stakeholders' communities and beneficiaries in the monitoring and evaluation process					
21	Mary Joy Ethiopia effectively engages stakeholders, and beneficiary communities in actively promoting the achievement of sustainable project outcomes.					
22	Project managers at Mary Joy Ethiopia are actively involved in promoting a culture of sustainability within the organization.					
23	Increased collaboration between Mary Joy Ethiopia and other organizations would enhance the sustainability of their projects.					
24	The government, stakeholders, beneficiaries and others organizations consider MJE reputable					
Strategies for Enhancing sustainability						
25	Mary Joy Ethiopia has a strong strategic planning process to enhance sustainability					
26	There is a strong focus on building the skills and knowledge of staff and communities to ensure project sustainability					
27	Project proposals routinely consider long-term sustainability and include strategies for ongoing funding or resource generation					
28	Effective monitoring and evaluation systems are in place to track the progress of sustainability goals.					
29	Partnerships with other organizations are established to leverage resources and expertise for long-term project success.					
30	Mary Joy Ethiopia updates its planning to adapt to the existing condition					
31	Environmental considerations (e.g., resource use, waste management) are integrated into project planning from the outset					

32	Economic feasibility studies are carried out to ensure the long-term financial viability of projects.					
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If you have additional comments or suggestions, you are welcome

Appendix II: Interview Guide:

1. Would you please describe some of the biggest obstacles Mary Joy Ethiopia faces in ensuring the long-term sustainability of its projects?
2. Walk me through the process Mary Joy Ethiopia uses to develop project plans. Does sustainability play a role in the initial stages, and if so, how?
3. Beyond the initial project implementation, how does Mary Joy Ethiopia ensure projects are financially sustainable in the long run?
4. Can you give an example of how Mary Joy Ethiopia considers social impact when designing and implementing projects?
5. In your experience, how can project managers at Mary Joy Ethiopia work more effectively with communities to ensure project ownership and long-term success.