



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

**FACTORS INFLUENCING SUSTAINABILITY OF HEALTH
PROJECTS IN GAMBELLA HOSPITAL, ETHIOPIA**

By: Ashenafi Kure (BSc)

Advisor: Seifu Mamo (PhD)

**A thesis Submitted to the School of Commerce AAU in Partial Fulfillment
of the Requirements for the Degree of Master of Arts in Project
Management**

July 2022

Gambella, Ethiopia

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DECLARATION

I, **Ashenafi Kure**, hereby declare that this study entitled “**Factors Influencing Sustainability of Health Projects in Gambella Hospital, Ethiopia**” was carried out by me under the guidance and support of the research advisor. To the best of my knowledge this study has not been submitted for any degree in this University or any other institutions of higher learning in Ethiopia. I also declare that all material sources used for this study were duly acknowledged.

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This thesis has been submitted for approval with my supervision as university advisor.

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Abbreviations/Acronyms

AIDS: Acquired Immune Deficiency Syndrome

CSO: Charity Society Organization

HIV: Human immune Virus

HSDP: Health sector development program

HSTP: Health Sector Transformation Plan

IFAD: International Fund for Agricultural Development

NGOs: Non-Governmental Organizations

OECD: Organization for Economic Co-operation and Development

PM: Project manager

PMBOK: Project Management Body of Knowledge

RDT: Resource Dependence Theory

SD: Standard Deviation

SSAs: Sub-Saharan African countries

SDGs: Sustainable Development Goals

SPSS: Statistical Package for Social Science

USAID: United States Agency for International Development

WB: World Bank

WHO: World Health Organization

Abstract

Sustaining a project entails the process of ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. Sustainability of health projects has therefore not been achieved despite major efforts from various supportive partners. This study aimed to assess factors influencing sustainability of health projects in Gambella Hospital, Ethiopia. The study used descriptive and inferential research design in the attempts to describe the relationship between the various identified factors and project sustainability from April 20-May 17,2022. The target population for this study were 8 non-governmental organizations (NGOs) health projects working at Gambella Hospital, from whom **197** respondents were selected using random sampling technique. Questionnaire were used to collect data from the respondents. The filled data were checked for consistency and completeness and edited, coded, cleaned and analyzed using SPSS version 20 for Windows. Descriptive statistics such as frequency, mean and standard deviation (\pm SD) were used to summarize the characteristics of the study participants. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The study showed that stakeholders involvement, clarity in project mission and vision, competence of project managers, and availability of funds influence sustainability of health project positively. The study showed that a majority of respondents were in agreement with the various aspects on stakeholder's involvement, project mission and vision, project manager competence, and availability of funds as shown by an aggregate score of 4.28, 4.19, 4.46 and 4.23 respectively. The research findings indicated that there was a positive relationship ($R= 0.34$) between the variables. From this study it is evident that at 95% confidence level, the variables produce statistically significant values and can be relied on to explain sustainability of health projects. The results of ANOVA test revealed that the combined independent variables have significant effect on sustainability of health projects. This is explained by F values (3.918) and low p-values (0.005) which are less than 5% level of significance. To ensure the sustainability of health projects, we recommend that considerable effort should be done in the various aspects of stakeholder involvement, clarity in project mission and vision, project managers competence and availability of funds before implementation.

CHAPTER ONE: INTRODUCTION

1.1. Background to the Study

Project sustainability is defined as the capacity of a project to continue to deliver its intended benefits over a long period of time (Hutaserani and Bayley, 2010). For a non-governmental organizations(NGO), sustainability can be defined as the ability to survive so that the organization can continue to serve its constituency. This implies that an organization will be able to fulfil commitments to its intended clients, and the community in which it operates so that the groups who depend on it can put their trust in that commitment” (Weerawardena, Jay, McDonald, Robert E., and Mort, 2010). A development program is said to be sustainable when it provides appropriate level of benefits for a prolonged period of time after major financial, managerial and technical assistance from an external donor is terminated(Hutaserani and Bayley, 2010)

Sustaining a project entails the process of ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. Assessment of sustainability therefore needs determining whether the results of the project will be continued in the medium or even longer term without continued external assistance(IFAD, 2007).

A project can be stated as an endeavor in which human, material and financial resources are organized in a novel way, to undertake a unique scope of work of given specification, with constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives(Project Management Institute, 2008). It can also be considered to be the achievement of specific objectives, which involves a series of activities and tasks which consume resources. A project has to be completed within a set specification, having definite start and end dates(Munns, 1996).

A Health project is also defined as a temporary initiative effort to set up and put into operation a new or revised service (programme) that will result in the reduction of specific health and health related problems. Nearly all healthcare projects either directly or indirectly affect the improvement or decrement of the lives of health consumers. In the health sector, reasons for project arousal are; unsatisfactory operating results, unmet health needs, and creation of a development opportunity (Saleem *et al.*, 2020)

Health institution projects are thus, motivated and built around the need to improve health care service delivery and by extension quality of people's lives. Such projects can be supported by strengthening and financing community groups, facilitating community access to information, and promoting an enabling environment through relevant policies, guidelines and implementation frameworks(Santos *et al.*, 2020).

Health development project is about capacity building that enables the health management team, hospital administration, community and staff members to identify opportunities and together develop strategies for exploiting these opportunities. As such health projects are aimed at bringing positive change that impact positively to the living standards of the people in the long run (Santos *et al.*, 2020).

Like any developing country the sustainability of projects has been a major problem for many donors funded projects in the Health sector in Ethiopia. In many cases, donors usually fund health projects in public hospitals, assist in their start-up process and continue to support them for a period until they start delivering benefits to its target population. The donors then withdraw financial support, but may continue providing technical support for a short period or as the need arises. The government is then expected to run the health project and ensure that the project continues to provide the benefits it was intended to deliver(Santos *et al.*, 2020). However, sustaining the health project has been a major problem, especially for public hospitals, in which projects start deteriorating soon after the funding organization has withdrawn (Shediac-Rizkallah and Bone, 1998; Hutaserani and Bayley, 2010). This study was aimed to assess factors influencing sustainability of health projects in Gambella hospital, Ethiopia.

1.2. Problem Statement

Project sustainability is the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the projects eternal funding (IFAD,2007). Now a day, the concept of sustainability has become the keystone of the global dialogue about the human future. The issue of sustainability among NGOs has been a subject of discussion across the globe(Michael Carley, 2000). Projects in health care just like in other sectors, are meant to make a contribution to the sustainable development of the organizations (Briassoulis, 2001).

Sustainability thus appears to be a multidimensional concept of the continuation process whose reality remains unknown. As the global community continues to scale up HIV/AIDS, Tuberculosis, and malaria interventions, it is vital to understand the sustainability of the health systems in which these services are being delivered. Sustained health systems should be able to deliver effective and quality health care services to the needy in a cost effective way. To address the health challenges and sustainability issues facing the health sector, Ethiopia, been implementing health sector reforms with health system strengthening as a top health reform agenda. Ethiopian Health Sector Transformation Plan (HSTP) underscores the importance of health system strengthening and sustainability with major efforts directed at institutional strengthening, organizational development, improving the availability of human resources for health, health financing, service delivery and information, medical commodity availability, and improved donor coordination(Vission, 2002; MoH, 2015).

In 2016 transition in global health from Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs) is a remarkable move for resource-limited countries that have been struggling to improve the quality of healthcare at the ground. However, fulfillment of global health targets, unaided by the overall health system strengthening efforts which is mainly a national issue, does not guarantee sustainability and improvement of the overall health system (Manyazewal, 2017).

Each focus areas of HSTP in Ethiopia have been attempted to tackle by different organizations using projects as a tool through funding of aids of many sources and has made significant improvements. Most of the health improvement programs are implemented in the form of projects as projects are considered more efficient in achieving their objectives. Besides, in health, a project

is recognized a particularly useful way to introduce innovations, address new challenges or find solutions for problems that the existing procedures and routines do not accommodate (Schwalbe and Moncayo, 2012).

The *PMBOK Guide* identifies a successful project as that whose manager is able to balance the competing demands of scope, time, cost, quality, resources and risk, whereas a sustainable project should produce a result, being a change in assets, systems and/or behavior and continue to produce benefits long after major donor support has been withdrawn (Project Management Institute, 2008; Ilesanmi and Afolabi, 2022).

Most implemented organizational projects demand huge amounts of money in order to ensure the attainment of project goals however, funding difficulties for instance when external funding ceases leads to sustainability challenges. Various factors influence project sustainability for instance project funding, stakeholder's involvement and participation, clarity in project mission and goals, monitoring and evaluation and management capabilities (Solomon Marobolo and Pokhariyal, 2016).

Development initiatives in the public hospitals in Ethiopia have seemed to perform poorly and many seemingly becoming non-operational soon after termination of funding. Cases abound where donor initiated projects become non-operational even for those with the best of intentions (Lang, Fagan and Lee, 2019). Despite marked progress in many areas over the past decades, Ethiopia continues to struggle with challenging health problems and issues of health service delivery. The various concerned organizations invest large sums every year for the implementation of health projects in public hospitals in Ethiopia (Gebrehiwot, 2006; Teshome and Hoebink, 2018; Lang, Fagan and Lee, 2019).

However, studies reveal that most of the health projects fail after a short time after implementation and others struggle to survive and sustain jobs created by the projects, and thereby being not sustainable (Morfaw, 2014; OECD, 2015; Teshome and Hoebink, 2018).

The issue of sustainability of projects in the health sector is major challenge in the world and more specifically in Ethiopia (Aveling, Zegeye and Silverman, 2016; Teshome and Hoebink, 2018). There is need to address this challenge in order to ensure that the gains made so far by donors in the health sector in contributing to the improvement of the health indicators in the country and thus achievement of SDGs vision by 2030 are not lost. In Ethiopia, previous studies have made attempts

to establish the various factors that affect project sustainability in areas of drinking water supply(Admassu, M., Kumie, A. & Fantahun, 2003; Gebrehiwot, 2006; Beyene, 2012). These previous studies did not explicitly address the influence of project funding, stakeholder's involvement and participation, clarity in project mission and goals, and management capabilities factors on health project sustainability in Ethiopia including the study area. To this end, despite health sector playing a very big and crucial role in Ethiopia, they face the threat of losing all the gains made so far through their projects which have most of the times found unsustainable. Thus the aim of this study was to investigate factors influencing sustainability of health projects in Gambella hospital, Ethiopia.

1.3. Research Questions

The study sought to answer the following research questions

- i. How does stakeholder's involvement influence sustainability of health projects in Gambella hospital, Ethiopia?
- ii. To what extent does clarity of project mission and goals influence sustainability of health projects in in Gambella hospital, Ethiopia?
- iii. How does project manager's competence influence sustainability of health projects in Gambella hospital, Ethiopia?
- iv. To what extent does availability of funds influence sustainability of health projects in Gambella hospital, Ethiopia?

1.4. Research Hypothesis

With the help of appropriate empirical data on the factors influencing sustainability of health projects the following hypothesis were developed.

Ha1. There is positive relationship between stakeholder's involvement related factors and sustainability of health projects.

Ha2. There is positive relationship between the various aspects of project mission and vision factors and sustainability of health projects.

Ha3. There is positive relationship between project manager's competence related factors and sustainability of health projects.

Ha4. There is positive relationship between the various aspects of availability of fund factors and sustainability of health projects.

1.5. Objectives of the Study

1.5.1. General objective

The general objectives of the study were to assess the factors influencing sustainability of health projects in Gambella hospital, Ethiopia

1.5.2. Specific objectives

- To establish the influence of stakeholder's involvement on sustainability of health projects in Gambella hospital.
- To explore the influence of clarity of project mission and goals on sustainability of health projects in Gambella hospital.
- To assess the influence of project manager's competence on sustainability of health projects in Gambella hospital.
- To examine the influence of availability of funds on sustainability of health projects in Gambella hospital.

1.6. Significance of the Study

The study benefited to identify the factors responsible for lack of sustainability that many health projects in public hospitals experience when donor support has been withdrawn. It therefore identifies these factors, which can then be used by project managers and sponsors to take preventive measures to ensure that health projects in public hospitals do not fail after withdrawal of donor support. The study can therefore act as a means of reference by project initiators, managers and administrators of public hospitals to ensure that initiated projects are sustained.

The study also provides useful information to project leaders, regional representatives, community health workers, civic organizations and other government officials about challenges facing health projects in public hospitals. It provides relevant information to government officials responsible for development of policies, guidelines and implementation frameworks for the management of health projects in public hospitals.

This study expected to contribute to the existing knowledge, address and provide the background information to research organizations, individual researchers and scholars who want to carry out further research in the study area. It is hoped that the study also helps researchers and academicians to expand their research into the factors influencing sustainability of health projects in Ethiopia.

1.7. The Scope of the Study

The study covered NGOs located in Gambella town. This study focused on identifying factors influencing sustainability of health projects Gambella hospital. Gambella hospital is selected due to high number of health projects operated by various donors in Gambella region. The data was collected from employees in these NGOs who each filled in a questionnaire that the source of the data analysis. The study sought to determine how stakeholders' involvement, clarity on project mission and goals, project manager's competence and availability of funds influence the sustainability of health projects in Gambella hospital, Ethiopia.

1.8. Limitation of the Study

The study respondents contacted were disinclined to provide information fearing that the information sought could affect them or the organization. Some respondents initially reject the request to fill questionnaires but later agreed after discussing the objective of the study and assuring them that the information they give would be treated confidentially and would be used purely for academic purposes.

Employees in projects and hospitals operate on tight schedules; some respondents were not respond the questionnaire in good time and this threatened to overstretch the data collection period. However, we send reminder to persuade targeted respondents to fill and return the questionnaires. We also encountered problems in eliciting information from the respondents as the information required was subject to areas of feelings, emotions, attitudes and perceptions, which is challenging to measure objectively. We reassured the respondents to participate freely the information that they might be having which could be useful to the study.

1.9. Definitions of Key Terms in the Study

Fund Availability: In this study funds availability refers to the actual financial support provided by donors, government and other local agencies to the health projects.

The Non-Governmental Organization (NGOs): Nonpolitical and not for profit organization that advance particular set of causes in the community in public's interest.

Health projects: these are special endeavors in which human, material and financial resources are organized in a novel way, to undertake a unique scope of work of given specification aimed at improving human health in given region, mostly carried out within health centers.

Mission and goals: In this study mission and goals denote values or the business rationale for existing and what it intends to achieve.

Project Manager's Competence: Project manager's competence encompasses the soft skills or interpersonal skills that help motivate a team's performance and collaboration through empathy, influence, communication, creativity and facilitation. It also includes the technical skills that will be required of a project manager.

Project Sustainability: Project sustainability is the capacity of a health project to continue to deliver its intended benefits over a long period of time.

Stakeholder involvement: Stakeholders are those who are directly or indirectly affected by a process or activity and who could affect the outcome of a proposed intervention or affected by it.

1.10. Organization of the study

The entire work of this research were organized in to five chapters. **Chapter one** presents the background of the study, problem statement, purpose of the study, research questions, objectives of the research, significance of the study, the scope of the study, and definition of key terms.

Chapter two encompasses the literature review on the various factors influencing sustainability of health projects and theoretical framework. **Chapter three** describes the methodology that used to collect and analyze data while showing the research design used, target population, sampling procedure used, sample size, data collect procedure employed, data presentation and analysis.

Chapter four presents the results of the study findings, data presentation and analysis of the same.

Chapter five contains summary of the study findings, discussion, conclusion and recommendations of the results obtained from the data analyzed and the information gathered in chapter four.

CHAPTER TWO LITERATURE REVIEW

2.1. Introduction

This chapter reviewed existing related literature that focused on factors influencing sustainability health projects in public hospital. The information was based on the independent variables; stakeholder's involvement, clarity of project mission and goals, project manager's competence and availability of funds. It also covered the theoretical and empirical review of the literature and conceptualization of the research problem.

2.2. Sustainability of Health Projects

Sustainability is defined as the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended (Hutaserani and Bayley, 2010). Studies have shown that project sustainability concerns itself with the continuity of a project until it attains its set objectives. Sustainability of a project is a development that aimed to meet the present needs without compromising the ability of future to meet its needs(Hutaserani and Bayley, 2010; Morfaw, 2014). The essence of sustainable project is determined by the people, authority which can be attributed to change of peoples or authority attitudes, leading to a change in their habits (Emas, 2015). Sustainable development is a process of change in which the use of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs.

Scholars noted that community participations were a crucial determinant of project implementation stage and sustainability. They argue that this can be made effective by offering equal participation of the stakeholder's involvement without discriminating them in basis of who is influential than other(Enock Joseph Musaana, 2018). Sustainable project requires that donors and well-wishers support project life-cycle, using the resources pooled together or available. Donors and manager of a project should ensure that the distribution of the benefits of development is done in a more transparent manner and equitably(OECD, 2003) .

Competent project managers play a number of different roles in a given project by ensuring effective management. The sustainability of any projects also requires a team of highly competent managers owing to many dynamics of the project implementation. The failure of a project is largely blamed on lack of professionalism and management skills of the project implementers owing to

lack of experience on project management and poor academic background. In order to establish good rapport leaders, need time, resources and authority to invest in a project. Flexibility is critical in the way leaders interpret their own and others' roles and in the activities they and the projects undertake (Morfaw, 2014). Good leadership play a prominent role in community based projects, all of which require trust and good working relationships with local people and professionals. Leadership provide management to the project and thus ensures sustainability.

Studies revealed that inappropriate policy or legislation, insufficient institutional support, unsustainable financing mechanisms, ineffective management systems and lack of technical backstopping are key causes of failure of projects. Studies further pointed that in a community based project; stakeholders usually have strong cultural relations with each other and would hardly deny their neighbors to have access to the benefit that comes from the project. This in turn results to effective project sustainability as they look forward on benefiting with that project (Beyene, 2012). Study done in Ethiopia pointed that community participation and other stakeholders in a project should consider the effects of this culture of “no denial” on the capacity of the facility they provide since it may serve neighboring communities (Gebrehiwot, 2006).

Experts stated that failure by community and stakeholders to take up ownership of projects have leads projects into immense financial problems threatening the sustainability and hence threatening them to seize operations daily. Involvement of stakeholders and partners whose concerns and experience are intrinsic to the project's success is an important factor for sustainability of projects (Admassu, M., Kumie, A. & Fantahun, 2003). The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs (Enock Joseph Musaana, 2018) . It is therefore important that local communities be involved right from the beginning of the project when decisions are being made about what type of project is required as this would ensure that he project is sustained.

2.3. Stakeholder Involvement and Project Sustainability

Accordingly, to world bank stakeholders are those who are directly or indirectly impacted by a process or activity and who could affect the outcome of a proposed intervention or are affected by it. In recent years, participation of the communities in development initiatives intended to benefit them has been acknowledged as important in achieving sustainable development (USAID, 2016).

Studies highlighted that people themselves can better understand their economic and social environment and probably have insights that can help shape initiatives intended to benefit them. Ideally, a good stakeholder participation program enabled those who are interested in, or affected by a decision, have an opportunity to influence the outcome. Stakeholders play role and interact at multiple levels-from local to global level and their role and interaction determine the sustainability of a development intervention(Pouloudi, 1997; USAID, 2016).

Adopting a new model of success whereby success was assessed by project managers and different project stakeholders, a study done in Australia's defense industry, found that Project Managers appear to understand most important issues for each stakeholder group; which was rated as a very important success factor(Osei-Kyei and Chan, 2015).

It is also believed that if projects are to be sustainable and yield long-term benefits, communities must be more explicitly involved in design and implementation and in defining their own contribution. Thus, analysis and exploration of stakeholder interaction, their role in decision making process according to their relative position and power relations is mandatory for the success of any projects (USAID, 2016).

The existence of good and well-functioning health project is vital for economic growth, poverty reduction and wealth and employment creation. Stakeholders' involvement is paramount in development projects. Although, slight decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far reaching impacts warrant stakeholder involvement and when done proactively, instead response to a problem, helps to avoid problems in the future(WHO, 2002; USAID, 2016) . The focus of community participation is usually to share information with, and gather input from, members of the public who may have an interest in a project.

Stakeholder management is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives(Gomes, 2006) . In a project area, these stakeholders are usually numerous, and may vary significantly in the degree of impact in both directions. It is also suggested that power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment(Gomes, 2006).

The status of stakeholders will vary with the life of the project; it would thus make sense to carry out the review of identification throughout the project. Participation can take place in different stages of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision making, partnership and empowerment(Gomes, 2006).

2.4. Clarity on project Mission and Goals and Project Sustainability

Project mission would shape up the implementation of the project as it is the rationale for its existence. Mission indicates values or the business rationale for existing. Project mission would then denote the project's rationale for existing. The aim of the mission is to make sure everyone is on the same level of understanding with regard to the project. It provides guidelines on what is to be done (product), for whom (customer) and how (strategy). A project is established from a concept into a full approved and funded project. It also noted that mission statements are important since they describe the business of a body, provide a guiding philosophy when the direction is not clear, outline the area in which the body is operating, improve the communication of a common culture throughout the body and inspire deliberations on how the mission can be implemented (Chen, 2021).

Sustainability is recognized as one of the most important challenges of our time. Most recently awareness seems to be growing that a change of mindset is needed, both in behavior and in policies. Project sustainability is at the core of project management, for a project to achieve sustainability, it needs to be implemented through a strategic approach. The strategic approach encompasses four main elements, future orientation; assuming things will change, and planning to maximize benefits which can be derived during and from that change; external emphasis; understanding the various nature of the project environment and the many dimensions which influence on project outcomes, including technology, politics, society, and economics; environmental fit; planning for a continual fit between the project and their environment, including mission, objectives, strategies, structures, and resources; and process orientation; planning and management priorities evolve in an iterative cycle of conscious and deliberate learning from experience as the reality changes(Labuschagne, C; Brent, 2006).

However, researcher pointed that projects will achieve their objectives if the people who are most affected are actively involved and when the objectives are clear to the beneficiary and implementers. Consequently, a project will be successful and sustainable when people have a voice in determining their objectives, to support their implementation, to evaluate their outcomes, and to make indigenous knowledge available. However, it is disappointing to note that most donor funded projects do not give much consideration to clarification of the objective to the community and beneficiary of the projects hence becoming unsustainable.

2.5. Project Manager's Competence and Project Sustainability

Conventional management experts identified that a project manager as the chief executive, the leader and diplomat that responsible for the planning, controlling, organizing and directing projects (Franks, T. R. & Curswoth, 1993). Management puts into consideration people who are not only subordinates, but also the essential resources available to managers for transforming ideas, inspirations, materials, capital and technical competence and account for why some projects are more successful than others (Franks, T. R. & Curswoth, 1993). The extent to which the leaders are able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project. If the leaders are able to mobilize the three factors effectively, there are higher chances of successful implementation and hence high chances of sustaining the project even when external donors have withdrawn; otherwise, there would be higher chances of project failure, or lack of sustainability of the project.

Studies indicated that a community based organization leader has a role in networking with authorities, carrying out education and awareness (among the members), enhance membership behavior control and engage in community mobilization. If the leader or manager of a project or the entire management committee of a project succeeds in providing the necessary networking and member mobilization, there are higher chances of successful project implementation and hence higher chances of sustaining the project for as long as it is required. The converse is true since the membership will lack a leader to lead them from the front. Every member's activity will be disjointed from those of the rest and even though they may be contributing to the total project implementation, the fact that there would be little convergence in their efforts would lead to haphazard process with little synchrony. This is a reason for the entire project failure despite the positive intentions of the individual members of the project team. Such a project cannot be

sustained for long periods. The project manager has a responsibility to ensure that risks are identified and managed appropriately; objectives and benefits are achieved within budget and time, and to the required quality. This is because, they bring together resources, skills, technology and ideas to achieve business objectives and deliver business benefits. Researchers observed that a project can succeed or fail because of lack of strong management and leadership that often accompanies it, the cultural misfit of project objectives and activities within the environment and lack of local knowledge and understanding leading to rejection of the project by intended beneficiaries. They further note that such a project will succeed if it builds on the existing strengths and reduces duplication of effort (Franks, T. R. & Curswoth, 1993).

Management of projects is complex and requires multifaceted management skills for a project sustainability. A project manager has to express not only project management related skills, but also technical and expertise as required by the project. Project management activities include but are not specific to defining project scope and requirements gathering, managing resources and relevant training issues within a project, advising about technical architecture, identifying specific and general project management practices and escalation procedures, estimating project schedule and budget, ascertaining and managing risks within a project and preparing risk mitigation (Langer, Slaughter and Mukhopadhyay, 2008).

Management of projects during its sustainability stage involves increasing the alignment of development projects with host community's priorities and coordinating aid efforts at all levels (local, national, and international) to increase ownership and efficient delivery of services. It is therefore basically offering leadership to achieve certain laid objectives. A good management ensures that sufficient local resources and capacity exist to continue the project in the absence of outside resources or donor involvement (Langer, Slaughter and Mukhopadhyay, 2008).

2.6. Funds Availability and Project Sustainability

The sources and composition of project finance is another key factor that may influence the success of project implementation. Analysis on a number of researches has shown that sources of finance have a positive influence on projects. Studies showed that besides community participation, sources and composition of project finance has a bearing on project success as well. It is also further emphasized the importance of financial resources in project implementation (Muthaura, S. K & Mburugu, 2019).

Studies stated that for a development project to be financially sustainable, it requires a sound financial base arising from reliable sources of funding, financial systems to facilitate accountability and cash flow projections and development of marketable products to generate excess income over the expenditure of the project. For a project to move towards sustainable approaches to service delivery new models and prototypes need to be developed, tested, accepted and implemented (Muthaura, S. K & Mburugu, 2019). Aid therefore should be part of the process of change and donors should ensure that their assistance is not delaying progress towards sustainability but actually supporting it.

Financial and economic analysis is crucial for any sustainable project. If a program or project does not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustained after donor funding finishes (Bossert, 2009). For example, health service users will not pay for government health services if the service is poor or their expectations of benefits are extremely limited. Thus better financial analysis is often required, particularly in the formulation of programs and projects' activities.

Donor funding policies often focus on new capital investments to the exclusion of supporting operation and maintenance budgets. This can have adverse effects on sustainability, particularly in economies undergoing severe internal budget deficit problems. New capital projects require additional operation and maintenance funds that have to be drawn from the same limited pool of funds that finance other ongoing programs (Heeks, R. & Baark, 2008). As a result, either the new investment is not maintained or existing infrastructure or services suffer funding cuts. A prolonged and more transitional approach to operation and maintenance cost funding is required, based on a rigorous and realistic assessment of the local capacity to meet these costs. The project managements need to consider whether or not some assets should be maintained or replaced i.e. computers which rapidly become obsolete and whether project-specific depreciation funds should be set up. This would help a great deal in cost maintenance and this would ensure the project become sustainable in the long run (Nturibi, 2010).

According to a study in Kenya revealed that the essence of capacity building is sustainability, but many of the barriers to sustainability have the same root cause: the inadequacy of local resources such as fund to support project activities after donor funds have been drawn down (Roseland, M., Connelly, S., David, H., Chris, L. & Lithgow, 2005).

2.7. Theoretical Framework

This study is based on the resource dependency theory (RDT). Resource dependence theory (RDT) is entails how the external resources of organizations affect the behavior of the organization. The theory is based upon the following views: organizations are dependent on resources, these resources ultimately originate from the environment of organizations, the environment to a considerable extent contains other organizations, the resources one organization needs are thus often in the hand of the organizations, resources are a basis of power, legally independent organizations can therefore be dependent on each other(Sampat, 2005).

As organizations are inter-dependent, the RDT needs a closer examination. Its limitation lies in its very assertions of dependence. With increasing trends of financial uncertainties, there is need to lean towards other theories of uncertainties. Based on this theory, organizations demand resources for their survival; therefore, for any organization to achieve sustainability, resources are necessary. For health projects to achieve sustainability, resources are critical. These resources generated form of human resource; therefore, the need to involve all the stakeholders in the project for sustainability.

The RDT was used to explain how resources of organizations affects sustainability of organization projects. The sustainability of organization project is affected by the resources of organizations. These resources come in the form of human resource, therefore, the need to involve all the stakeholders in the project for sustainability. The study used the RDT to explain factors that affects sustainability of health projects in Gambella hospital Ethiopia.

2.8. Conceptual Framework

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives. A variable is a measure characteristic that assumes different values among subject(Sampat, 2005). This is depicted in figure1 showing the two types of the variables.

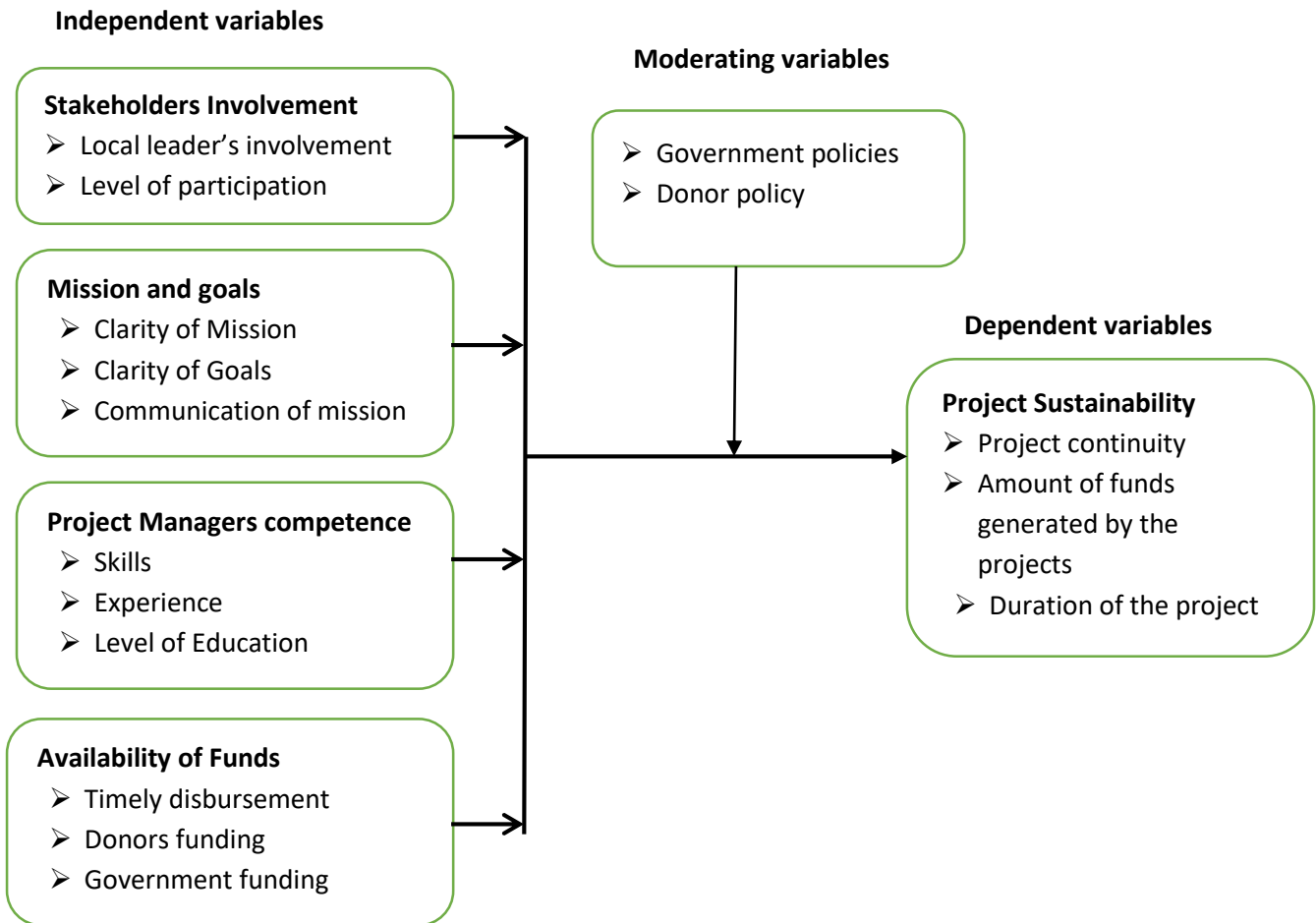


Figure 1 conceptual framework

2.9. Knowledge Gap

Despite few studies have been published on the sustainability of drinking water projects, scarce information is available on the factors influencing sustainability of health projects in Ethiopia(Admassu, M., Kumie, A. & Fantahun, 2003; Gebrehiwot, 2006; Beyene, 2012). Available data showed that most of projects in SSAs, including Ethiopia often demonstrate low levels of sustainability(Gebrehiwot, 2006; USAID, 2009). The key causes for this include

inappropriate policy or legislation; insufficient institutional support; unsustainable financing mechanisms; ineffective management systems; and lack of technical backstopping(Olorunfem, 2007). However, due to a number of issues such as dynamic political change, rapid population growth, environmental degradation, climate change, misguided development policies, and the shift from agrarian economies to market economies, these systems are at risk of losing their resilience and effectiveness(USAID, 2009).

Reports showed that most of the projects across range of sectors have failed to sustain themselves, become self-reliant and the donors have failed to continue running them after funding organizations withdrew their support. Some factors which should have been worked out, in order to stop this trend of projects collapsing are not done despite support being meant for a specified period with the objective of making the projects self-reliant(USAID, 2009). Scholars noted that a desire to ensure a broad geographic spread of participants can weaken project sustainability. It is against this realization that the current study aimed to investigate factors influencing of sustainability of health projects in Gambella hospital Ethiopia.

CHAPTER THREE RESEARCH METHODOLOGY

3.1. Introduction

This chapter focuses on the research design, the target population, sample size and sampling procedures, research instruments, instrument validity and instrument reliability, data collection procedures, and data analysis techniques suitable for the achievement of the stated objectives.

3.2. Research Design

The research design refers to the overall strategy that one may choose to integrate the different components of the study to ensure that research problem was effectively addressed. Research design can also be considered as a blueprint or the roadmap for the collection, measurement, and analysis of data(Kothari, 2004). The research design used for this study was based on interpretive research of the data collected with focus on descriptive statistics and inferential statistics. The study adapted the **explanatory research design**, which used qualitative approach to provide the overall strategy for collecting and analyzing data to obtain a sufficient understanding of the problem from perspectives of the participants of the research. The research was qualitative in nature and relied on primary data (Mugenda, O.M. and Mugenda, 2003).

This research design is convenient for establishing the determinants of sustainability of health projects in Gambella hospital. By using this design, the researcher able to find answers to questions by analyzing specific variable related to sustainability of health projects in Gambella hospital Ethiopia. The advantage of this design is that information and data obtained used in defining the problem and offering solutions to sustainability of health projects in Gambella hospital Ethiopia.

3.3. Target Population

Target population refers to an entire group of individuals, events or objects having a common observable characteristic of interest to the researcher(Mugenda, O.M. and Mugenda, 2003). According to charity society organization (CSO) Gambella branch there are 39 registered NGOs supporting the region in various areas. Among the NGOs supporting the region, 12 of them are health projects of whom 8 of them are currently working at Gambella Hospital.

The study units were selected a section and particularly the staffs that included Partners Forum Members, Regional project managers, Project Coordinators, project officers/advisors, Head of admin and finance and monitoring and evaluation officers/advisors of health projects working at

Gambella Hospital a minimum of one year since they are the ones conversant with the factors influencing sustainability of health projects in Gambella Hospital.

According to the data obtained from plan policy directorate of Gambella regional health bureau, and each respective health projects, there are 52 partners forum members, 8 regional projects managers, 56 program coordinators, 170 project officers/advisors, 16 admin and finance head and 22 monitoring and evaluation officers/advisors. Hence, the target population were three hundred and twenty-four (324) respondents.

3.4. Sampling technique

Sampling technique is a process of selecting a sample from a given population. There are different types of sampling techniques such as simple random sampling, systematic sampling, cluster sampling, deliberate sampling, quota sampling, and stratified sampling(Kothari, 2004). Stratified sampling technique was done from heterogeneous population. The study population were then stratified into a number of non-overlapping groups, and sample items were selected from each stratum by using simple random sampling procedure. The stratified sampling is more appropriate, which further facilitates comparisons strategy. Therefore, the number of people were first stratified and then simple random sampling were done.

3.5. Sample Size and Sampling Procedure

3.5.1. Sample Size

A sample is a smaller group of subject drawn from the population in which a given study was conducted for a purpose of drawing conclusions about the population targeted. The result from the sample can be used to make generalizations about the entire population as long as it is truly represented(Kothari, 2004). The study was executed to different personnel who met the study design. The study was used a sample of respondents from stratum, making a total of 197 respondents.

The formula for the sample was given in equation (i) at the confidence interval of 95% with significance level of 5%.

The Formula for sample size:

$$n = \frac{N}{1+N(e)^2} \text{-----(i)}$$

Where:

n = Sample size to be studied

N= Population size

e = margin of error

From the above formula, the sample size for this study was:

$$n = \frac{324}{1+324(0.05*0.05)}$$
$$n = 179$$

Non-response rate= 10% of n = 17.9

By considering 10% for non-response rate, total sample size of the study were 197 respondents who are obtained from the target population and had representation from each stratum. The sample size in this research forms 60.8% of the target population.

3.5.2. Sampling Procedure

The study used purposive sampling technique to select health projects working at Gambella hospital, Ethiopia because it enabled the researcher to get specific information related to sustainability of health projects from Gambella hospital. Stratified random sampling was done to select the study participate for the study because it produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population(Kothari, 2004). Simple random sampling technique was applied to select the 32 partner’s forum members, 5 regional projects managers, 34 program coordinators, 103 project officers/advisors, 10 admin and finance head and 13 monitoring and evaluation officers/advisors because all had the same probability of being chosen.

Table 1. Summary on Target Population and Sample size

Population		Sample
Partners forum members	52	32
Regional projects managers	8	5
Program coordinators	56	34
Projects officers /advisors	170	103
Admin and finance head	16	10
Monitoring and evaluation officers/advisor	22	13
Total	324	197

3.6. Piloting of the Instrument

A pilot test were conducted with 10 respondents to test the reliability and the validity of the data to be collected using the questionnaire(Cooper, D.R. and Schindler, 2006). The questionnaire was tested with a selected sample which is similar to the actual sample. Subjects in the actual sample were not use in this pilot study. Same procedures to be used in the actual data collection exercise was used for the pretesting exercise.

3.7. Reliability of the Instrument

Reliability refers to the consistency of measurement. The study used the Cronbach's (Alpha- α) model to test the reliability of the data. The Cronbach's alpha reliability coefficient normally ranges between 0 (if no variance is consistent) and 1 (if all variance is consistent). The closer the coefficient is to 1.0 the greater the internal consistency of the items in the scale. An alpha (α) score of 0.70 or higher is considered satisfactory (Joseph A. Gliem, 2003) .

Reliability of the questionnaire were evaluated through Cronbach's Alpha which measures the internal consistency. Cronbach's alpha was calculated using SPSS for reliability analysis. The value of the alpha coefficient found was 0.78 indicating that data collection instrument was reliable.

3.8. Validity of the Instrument

Validity refers to the accuracy and meaningfulness of inferences based on the research results and can be enhanced by absence of errors in the data collected. The research instrument was piloted with 5% respondents who were not be included in the final study. This was ensured by going through the questionnaire with the respondents to ascertain that each of the items is framed in the least ambiguous way. The pilot study aimed at establishing construct validity of the instruments(Mugenda, O.M. and Mugenda, 2003). The pilot study assists in identifying the problems which the respondents may encounter in the process of answering the questions put across to them. The piloted questionnaires were revised and ambiguous items modified.

3.9. Data Collection Methods

Though, there are many methods of data collection, but the choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results, because each tool and instrument collects specific data (Cooper, D.R. and Schindler, 2006). Primary data on factors influencing of sustainability of health projects in

Gambella hospital were collected using questionnaires. While secondary data were obtained from relevant publications and literature review, health Project journals and magazines.

We used a questionnaire as the data collection tool to collect views from the respondents on the study. The questionnaire was customized and structured in a way that all relevant information would be given. The question had six sections that were consisted of open ended and closed ended questions.

3.10. Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected were analyzed by the use of descriptive statistics using SPSS (Version 22) and presented through percentages, means, standard deviations, and frequencies. The information was displayed by use of frequency tables and in prose-form discuss research findings.

In addition, the study conducted a multiple regression analysis to establish the relations between the independent and dependent variables. Multiple regression is a tool that were used because it is the procedure that uses two or more independent variables to predict a dependent variable. Pearson's coefficient of correlation (r) also used to show the relationship between the study variables and their findings.

3.11. Ethical Consideration

Appropriate caution was made while administering the data collection instruments to the respondents to ensure their rights and privacy are upheld. Prior to actual administration of the instruments, an introduction on the aim and purpose of the study were made to the respondents. The study also sought the consent of the respondents before they are provided with all the requirements of the study. To ensure confidentiality, all information collected from study subjects were kept anonymous and confidential. Furthermore, no respondent was coerced into the excise at any level. The study findings presented without any manipulation or influence by the researcher in any way.

3.12. Operational Definition of Variables

Table 2. Operational Definition of Variables

Variable	Indicators	Scales	Data collection tool	Type of Analysis
Independent variable Stakeholders Involvement	<ul style="list-style-type: none"> ✓ Community involvement ✓ Local leader's involvement ✓ Level of participation 	Ordinal	Questionnaire	Descriptive
Independent variable Project Mission and Goals	<ul style="list-style-type: none"> • Clarity of Mission • Clarity of goal • Communication of mission 	Ordinal	Questionnaire	Descriptive
Independent variable Project Manager's competence	<ul style="list-style-type: none"> ✓ Skills ✓ Experience 	Ordinal	Questionnaire	Descriptive
Independent variable Availability of funds	<ul style="list-style-type: none"> ✓ Timely disbursement ✓ Donor funding ✓ Government funding 	Ordinal	Questionnaire	Descriptive
Dependent variable Sustainability of Health Projects in Gambella Hospitals	<ul style="list-style-type: none"> • Project continuity • Amount of funds generated by the project • Duration of the project service delivery 	Ordinal	Questionnaire	Descriptive

CHAPTER FOUR DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1. Introduction

This chapter focuses on the data analysis, interpretation and presentation of the findings. The main purpose of this research was to assess factors influencing sustainability of health projects in Gambella Hospital, Ethiopia. The study also sought to establish whether stakeholder's involvement, clarity on project mission and goals, project manager's competence and availability of funds have influence on sustainability of health projects in Gambella Hospital. We used frequency tables, percentages, mean and standard deviation to present data.

4.2. Questionnaire Response Rate

The study sampled 122 respondents from the target population of 324 in collecting data with regard to determinants of sustainability of health projects in Gambella Hospital. Table 3 shows the return rate results.

Table 3: Questionnaire response Rate

Response	Frequency	Percentage
Responded	122	62
Non response	75	38
Total	197	100

As indicated above, 122 out of 197 target respondents filled in and returned the questionnaires giving the response rate of 62%. This acceptable response rate can be attributed to the data collection procedure, where the researcher engaged research assistants to administer questionnaires and waited for respondents to fill in, while respondents who left with questionnaires were frequently reminded to fill in the questionnaires through frequent phone calls and the questionnaires picked once fully filled. This response rate is good and representative as it is recommend that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent(Mugenda, O.M. and Mugenda, 2003). The questionnaires that were not returned was due to the respondents were not available to fill them in

at that time and the respondents were busy other task and with regular follow-ups there were no positive responses from them. The response rate demonstrates willingness of the respondents to participate in the study.

4.3. Demographic Characteristics of the Respondents

After describing the purpose of the study we requested the respondents to indicate their gender, age, working duration, highest level of education and position held in the organization. The analysis based on this information so as to categorize the different results according to respondent's experience to health projects.

4.3.1. Gender of the Respondents

Table 4 shows distribution of the respondents on the basis of gender.

Table 4: Gender of the Respondents

Gender	Frequency	Percentage
Male	95	78
Female	27	22
Total	122	100

From the findings, the study found that vast majority (78%) of the respondents were male while the rest (22%) were female. This implies that there are more males than females who are involved in health project sustainability.

4.3.2. Distribution of Respondents by Age

Table 5 shows the summary of the findings on age bracket of the respondents in years.

Table 5: Age distribution of the respondents in years

	Frequency	Percent
Below 30 years	7	6
30-39 years	84	69
40-49 years	27	22
50 years and above	4	3
Total	122	100

From the study majority (69%) of the respondents were aged 30-39 years, 22% aged 40-49 years, 6% aged below 30 years while the rest 3% were above 50 years.

4.3.3. Working Experience

The study further aimed to investigate the working duration of the respondents in their respective projects. The findings are as shown in Table 6.

Table 6: Respondents Work Experience

	Frequency	Percentage
Below 3 years	27	22
3-6 years	42	34
7-10years	34	28
11-14 years	17	14
15 years and above	2	2
Total	122	100

From the findings, over a quarter (34%) of the respondents had worked in the organization for a period of 3-6 years, 28% had worked for a period of 7-10 years, 22% had worked for a period of below 3 years, 14% had worked for a period of 11-14 years while the rest (2%) had served in the project sustainability for a period of above 15 years. This shows that most of the respondents of this study had worked for a sufficient time within the organization thus they were familiar of the information that the study sought pertaining to the organization.

4.3.4. Distribution of respondents by level of Education

The study seeks to determine the highest level of the academic qualification of the respondents.

Table 7 shows the findings.

Table 7: Level of Education of the Respondents

	Frequency	Percentage
Diploma	8	7
Under graduate	25	20
Post graduate	84	69
Others	5	4
Total	122	100

Most (69%) of the respondents were Post graduates (Masters), 20% were under graduate, 7% were Diploma while the rest (4%) had others (PhD, MD) as their highest level of education. This depicts

that most of the staff working at health projects have adequate knowledge hence they are capable to adopt any strategic issues that the organization formulates with aim of improving project sustainability as well as achieving their goals.

4.3.5. Position held by the Respondents

The study aimed to investigate position held by the respondents within their organizations.

The findings of the study are as shown in table 8.

Table 8: Position held by the Respondents

	Frequency	Percent
Program manager	7	6
Project manager	12	10
Project coordinator	31	25
Project officer/advisor	57	47
M&E officer /advisor	9	7
Admin & Finance head/assistance	6	5
Total	122	100

Nearly half (47%) of the respondents were project officers/advisors, 25% were project coordinators, 7% were M&E officers/advisors, 6% were program manager while 5% were admin and finance head/assistance. It is suggested that ranks or position one held in the workplace leads to easier application and strategic practices that leads to better performance of the organization towards achieving organizational goals and objectives. In this regard all participants of the study were within the ranks which the study targeted.

4.4. Factors Influencing Sustainability of health projects in Gambella Hospital

The study sought to investigate factors influencing sustainability of health projects in Gambella Hospital, Ethiopia which are the various aspects of stakeholder involvement, project mission and vision, project manager competence and availability of funds.

4.4.1. Stakeholder Involvement

This section presents the respondents view on the influence of stakeholder involvement on sustainability of health projects in Gambella Hospital.

4.4.1.1. Influence of Stakeholder Involvement on Project Sustainability

Further the study requested the respondents to indicate whether stakeholder involvement influence health project sustainability. Table 9 summarizes the study findings.

Table 9: Influence of Stakeholder Involvement on Project Sustainability

	Frequency	Percent
Yes	114	93
No	8	7
Total	122	100

From the findings, the vast majority (93%) of the respondents were of the opinion that stakeholder's involvement influences project sustainability while the rest (7%) of the respondents responded that stakeholder involvement does not influence project sustainability.

4.4.1.2. Influence of Stakeholder Involvement on Sustainability of Health Projects

Table 10 illustrates the finding of the study on the extent that stakeholder involvement influence sustainability of health projects.

Table 10: Influence of Stakeholder Involvement on Sustainability of Health Projects

	Mean	STD
Local leaders involvement by way of discussion before the commencement of a project, their role in decision making process according to their relative position and power relations is obligatory for the success of the health project	4.21	0.76
It is only through participatory planning, monitoring and evaluation, that meaningful development and sustainability of the health projects can be realized	4.34	0.89
Satisfying key stakeholder requirement is central to achieving a successful project outcome	4.10	1.2
A good stakeholder participation program enables those who are interested in, or affected by a decision, have an opportunity to influence the outcome	4.35	0.77
Stakeholders play role and interact at multiple levels and their role and interaction determine the effectiveness of a project sustainability	4.40	0.69
Aggregate Score	4.28	

From the findings, most of the respondent replied that stakeholders play role and interact at multiple levels and their role and interaction affect the effectiveness of project sustainability as indicated by a mean of 4.40. A good stakeholder participation program enables those who are interested in, or affected by a decision, have an opportunity to influence the outcome as illustrated by a mean of 4.35. It is only through participatory planning, monitoring and evaluation, that meaningful development and sustainability of the health projects can be realized to great extent as depicted by mean of 4.34. Local leader’s involvement by way of discussion before the commencement of a project, their role in decision making process according to their relative position and power relations is obligatory for the success of the health project to great extent as illustrated by mean of 4.21. Satisfying key stakeholder requirement is central to achieving a successful project outcome as illustrated by mean score of 4.10.

4.4.2. Project Mission and Goals

This section presents the respondents view on the influence of the Project mission and goals on sustainability of health projects.

4.4.2.1. Influence of Project Mission and Goals on Sustainability of Health Projects

Table 11 summarizes the study findings, on whether project mission and goals on sustainability of health projects.

Table 11: Influence of Project Mission and Goals on Sustainability of Health Projects

	Frequency	Percent
Yes	115	94
No	7	6
Total	122	100

The vast majority (94%) of the respondents indicated that project mission and goals influence sustainability of health projects while the rest (6%) replied that that project mission and goals does not influence sustainability of health projects.

4.4.2.2. Clarity on Project Mission and Goals on Sustainability of Health Projects

Table 12 illustrates the finding of the study on the respondent level of agreement on the aspects related to procurement procedures.

Table 12: Clarity on Project Mission and Goals on Sustainability of Health Projects

	Mean	STDev
The aim of a projects' mission is to make sure everyone is on the same level of understanding with regard to the project	4.22	0.74
Project mission shape up the implementation of the project as it is the rationale for its existence	4.05	0.70
Project mission provides guidelines on what is to be done for whom and the strategy to be used	4.16	0.68
Mission statements are important for sustainability of a project, they provide a guiding philosophy and outline area that project is operating	4.17	0.79
Mission statements enhance the communication of a common culture throughout the project and inspire deliberations on how the mission can be implemented	4.34	0.51
Aggregate Score	4.19	

As we can see from the findings, most of the respondent agreed that mission statements enhance the communication of a common culture throughout the project and inspire deliberations on how the mission can be implemented and the aim of a project's mission is to make sure everyone is on the same level of understanding with regard to the project as depicted by mean score of 4.34 and 4.22 respectively. Mission statements are important for sustainability of a project since they provide a guiding philosophy when the direction is not clear and outline the area in which the project is operating and project mission provides guidelines on what is to be done for whom and the strategy to be used and as illustrated by mean score of 4.17 and 4.16 respectively. Project mission shape up the implementation of the project as it is the rationale for its existence as illustrated by mean score 4.05.

4.4.3. Project Manager's Competence

This section provides the respondents view on the influence of the Project Manager's competence on sustainability of health projects.

4.4.3.1. Influence of Project Manager’s Competence on Sustainability of Health Projects
 Further the study requested the respondents to indicate whether project manager’s competence on sustainability of health projects. The findings are as shown in table 13.

Table 13: Influence of Project Manager’s Competence on Sustainability of Health Projects

	Frequency	Percent
Yes	117	95
No	3	3
Not sure	2	2
Total	122	100.0

From the findings, the vast majority (95%) of the respondents were of the opinion that project manager’s competence influences sustainability of health projects while the rest (5%) of the respondents opined that project manager’s competence does not/not sure influence sustainability of health projects.

4.4.3.2. Influence of project Manager’s Competence on Sustainability of Health Projects
 Table 14 elucidates the finding of the study on the respondent level of agreement on the aspects related to influence of project manager’s competence on sustainability of health projects in Gambella Hospital.

Table 14: Influence of Project Manager’s Competence on Sustainability of Health Projects in Gambella Hospitals

	Mean	STDev
Project Manager’s understanding of important issues for each stakeholder group is a very important success factor	4.40	0.58
The extent to which the project manager is able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project	4.72	0.59
Management puts into consideration people and the essential resources available for transforming ideas, inspirations, materials, capital and technical competence required for the project	4.51	0.62
A project can succeed or fail in sustainability because of lack of strong management	4.21	1.32
Aggregate Score	4.46	

Majority of the respondents agreed that the extent to which the project manager is able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project as depicted by a mean score of 4.72. Management puts into consideration people and the essential resources available for transforming ideas, inspirations, materials, capital and technical competence required for the project and project manager’s understanding of important issues for each stakeholder group is a very important success factor as illustrated by mean score of 4.51 and 4.40 respectively. A project can succeed or fail in its sustainability because of lack of strong management as illustrated by mean score of 4.21.

4.4.4. Availability of Funds

This section provides the respondents view on the influence of availability of funds on sustainability of health projects in Gambella hospitals.

Table 15: Influence of availability of fund on Sustainability of Health Projects

	Frequency	Percent
Yes	111	91
No	8	2
Total	122	100

From the findings, the vast majority (91%) of the respondents were of the opinion that availability of funds influences sustainability of health projects in Gambella hospital while the rest (9%) of the respondents replied that availability of funds does not/not sure influence sustainability of health projects.

4.4.4.1. Influence of Availability of Funds on Sustainability of Health Projects

The researcher requested the respondents to indicate the extent to which availability of funds on sustainability of health projects in Gambella hospital. Table 16 shows the finding of the study.

Table 16: Influence of Availability of Funds on Sustainability of Health Projects in Gambella hospital

	Mean	STD
Sources and composition of project finance is a key factor that influence the success of project implementation	4.18	0.94
For a development project to be financially sustainable, it requires a sound financial base arising from reliable sources of funding	4.30	0.78
Financial and economic analysis is crucial for any sustainable project	4.43	0.80
Project does not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustained	3.98	1.05
Better financial analysis is often required, particularly in the formulation of programs and projects' activities	4.28	1.02
	Aggregate Score	4.23

Majority of the respondents believed that availability of funds influence sustainability of health projects. In addition, financial and economic analysis is crucial for any sustainable project, and for any health project to be financially sustainable, it requires a sound financial base arising from reliable sources of funding to a great extent as depicted by mean score of 4.43 and 4.30 respectively. Financial analysis is often required, particularly in the formulation of projects' activities and sources and composition of project finance is a key factor that influences the project sustainability to a great extent as shown by mean score of 4.28 and 4.18 respectively. Respondents also replied that if a project does not deliver clear and equitable benefits to the stakeholders, it is most unlikely to be sustained as indicated a mean score of 3.98.

4.4.5. Sustainability of Health Projects

Respondents were finally required to indicate the sustainability of health projects in Gambella hospital

4.4.5.1. Respondents Opinion on Sustainability of Health Projects

Table 17 summarizes result of the findings on whether they believe health projects in Gambella hospital are sustainable.

Table 17: Respondents Opinion on Sustainability of Health Projects

	Frequency	Percent
Yes	77	63
No	45	37
Total	122	100

Nearly half (46%) of the respondents indicated health projects in Gambella hospital are sustainable. 37% of the respondents indicated that health projects in Gambella hospital are not sustainable while the rest 17% of the respondents were not sure.

4.4.5.2. Aspects of while the Sustainability of Health Projects in Gambella Hospital

The researcher requested the respondents to indicate their level of agreement on the statement relating to sustainability of health projects in Gambella hospitals.

Table 18: Aspects of Sustainability of Health Projects in Gambella Hospitals

	Mean	STD
A sustainable health project should continue to deliver services even after the external donor support has been withdrawn.	4.41	0.64
Health project should make a positive difference in issues like waste, energy and water usage, and promote wellness of the community and the environment.	4.25	0.47
Health projects should continue to generate revenues to ensure it continues to operate long after the donor has stopped giving major financial and technical support.	4.30	0.68
Aggregate Score		4.32

Most of the respondents agreed that a sustainable health project should continue to deliver services even after the external donor support has been withdrawn as indicated by mean score of 4.41. Further, respondents agreed that health projects should continue to generate revenues to ensure it continues to operate long after the donor has stopped giving major financial and technical support and that health project should make a positive difference in issues like waste, energy and water usage, and promote wellness of the community and the environment as depicted by mean score of 4.30 and 4.25 respectively.

4.5. Regression analysis

Multiple regression analysis was conducted to establish the influence of various factors on sustainability of health projects in Gambella hospital. The multiple linear regression analysis models the relationship between the dependent variable which was sustainability of health projects and as influenced by independent variables of stakeholder's involvement, clarity in project mission and vision, competence of project managers and availability of funds. To establish the relationship between the independent variables and the dependent variable, the study conducted coefficient of correlation, coefficient of determination, analysis of variance (ANOVA) and multiple regression analysis.

4.5.1. Coefficient of Correlation

In order to illustrate the relationship between the study variables and their findings, the study employed the Karl Pearson's coefficient of correlation (r). Table 4.15 shows the summary of the study findings.

Table 19: Coefficient of correlation

		Sustainability of health projects	Stakeholders involvement	Mission and Goals	Project managers competence	Availability of funds
Sustainability of health projects	Pearson Correlation	1				
	Sig. (2-tailed)					
Stakeholders involvement	Pearson Correlation	.065	1			
	Sig. (2-tailed)	.475				
Mission and Goals	Pearson Correlation	.017	.246	1		
	Sig. (2-tailed)	.855	.006			
Project managers competence	Pearson Correlation	.255	.398	.470	1	
	Sig. (2-tailed)	.005	.000	.000		
Availability of funds	Pearson Correlation	.124	.604	.128	.659	1
	Sig. (2-tailed)	.173	.000	.160	.000	

Based on the findings, it was evident that there was a correlation between sustainability of health projects in Gambella hospital and stakeholder's involvement, project mission and goals, project manager's competence and availability of funds as shown by the above table.

4.5.2. Coefficient of Determination of Variables

The coefficient of determination was employed to measure how well the statistical model was likely to predict future outcomes. The findings of the study are as indicated in table 20.

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.34	0.118	0.088	0.46

The coefficient of determination, r^2 measures how well a statistical model predicts an outcome. In this case it explains the contribution of the four predictors variables (stakeholder's involvement, project mission and goals, project manager's competence and availability of funds) to the dependent variable. The four independent variables that were studied explain only 34 % of the sustainability of Health Projects as illustrated by the R. This therefore means that other factors not studied in this research contribute the rest of 66 % on sustainability of health projects. Therefore, further research should be undertaken to investigate the other factors that affect sustainability of Health Projects.

Table 21: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.355	4	.839	3.918	.005 ^b
Residual	25.047	117	.214		
Total	28.402	121			

From the above table 21 of ANOVA, the significant value (P=0.005) show that there was a strong significant relationship between the independent variables (stakeholder involvement, clarity in project mission and vision, project managers competence and availability of funds) and dependent variable (health project sustainability). The P- value of 0.005 which is less than 0.05 denotes that the model of health project sustainability is significant at the 5% significance level.

This can be further explained by high F values (**3.918**) and low p-values (0.001) which are less than 5% level of significance. This means the calculated F ratio (**3.918**) was greater than the tabulated F critical value (**3.08**) indicating a significant relationship between all the independent variables and the dependent variable.

4.5.3. Multiple Regression

The researcher further performed a multiple regression analysis so as to identify factors affecting sustainability of health projects. The main purpose of multiple regressions is to investigate the relationship between independent or predictor variables and a dependent. The we used the SPSS

to code, enter and compute the measurements of the multiple regressions for the study. This is presented in table 22 below.

Table 22: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.248	0.209		5.970	0.000
Stakeholders Involvement	0.343	0.219	0.176	1.567	.0120
Project Mission and Goals	0.187	0.118	0.168	1.587	.0115
Project Managers competence	0.687	0.223	0.420	3.086	.003
Availability of funds	0.030	0.177	0.024	-1.172	.0230

From the findings, the following equation was generated.

$(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$ becomes:

$$Y = 1.248 + 0.343 X_1 + 0.189 X_2 + 0.687 X_3 + 0.030 X_4$$

The results of regression equation above showed that for 1 unit change in the independent variables, sustainability is predicted to change by 1.248, given that all the other factors are held constant.

The findings also shows that taking all other independent variables at constant, one unit increase in stakeholders involvement will lead to a 0.343 increase in sustainability of health projects; a unit increase in clarity of project mission and goals will lead to a 0.189 increase in sustainability of health projects; a unit increase in project managers competence will lead to a 0.687 increase in sustainability of health projects and a unit increase in availability of funds will lead to a 0.300 increase in sustainability of health projects.

The findings therefore revealed that project manager's competence, clarity in project mission and vision, availability of funds and stakeholder's involvement are positively affected sustainability of health projects in Gambella Hospital, Ethiopia.

CHAPTER FIVE SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the findings, the conclusions and recommendations of the study. The chapter also presents the suggestions for further studies.

5.2. Summary of study

The study sought to establish the factors influencing sustainability of health projects in Gambella Hospital, Ethiopia. It was guided by the following research questions: How does stakeholder involvement influence sustainability of health projects in Gambella hospital? How does clarity in project mission and vision influence sustainability of health projects in Gambella hospital, Ethiopia? To what extent does project manager's competence influence sustainability of health projects in Gambella hospital, Ethiopia? To what extent does availability of funds influence sustainability of health projects in Gambella hospital, Ethiopia? The independent variables are therefore stakeholder involvement, project mission and vision, project manager's competence and availability of funds while sustainability of health project is the dependent variable. Literature review on the variables has been done to support the study and obtain the hypothesis.

The research philosophy was based on interpretive research of the data collected with focus on descriptive statistics and inferential statistics. The study adapted the explanatory research design, which used qualitative approach to provide the overall strategy for collecting and analyzing data to obtain a sufficient understanding of the problem from perspectives of the participants of the research. The research was qualitative in nature and relied on primary data. Questionnaires were used for data collection while the data collected was analyzed using descriptive statistics and presented in form of tables.

The research questions were addressed through descriptive research design and relied on primary data. Structured questionnaires were used for data collection. The questionnaires comprised both open and closed ended aspects in line with the objectives of the study. A five point Likert scale was used for closed ended questions. The questionnaire contained two sections each. The first section sought to establish the respondents' demographic data while the second section sought to establish the respondents' opinions on the four variables (stakeholder's involvement, project mission and vision, project manager's competence and availability of funds). The questionnaires

were administered through drop and pick method. Data collected was analyzed using SPSS software and presented in form of tables. Regression analysis was used to determine the extent to which the factors influence sustainability of health projects in Gambella hospital, Ethiopia.

The study showed that stakeholders involvement, clarity in project mission and vision, project managers competence and availability of funds influence sustainability of health projects in Gambella hospital positively.

The study showed that a majority of respondents were in agreement with the various aspects on stakeholder's involvement as shown by an aggregate score of 4.28. Additionally, majority of respondents agree with the various aspects of projects mission and vision as shown by the aggregate score of 4.19. Further, regarding projects manager competence, majority of the respondents were in agreement with the various aspects of project manager's competence as shown by an aggregate score of 4.46. Finally, under availability of funds, majority of the respondents agreed with the various aspects of funds availability and are important in sustainability of health projects as demonstrated by the average score of 4.23.

The research findings indicated that there was a positive relationship ($R= 0.34$) between the variables. The adjusted R^2 was 0.12, which means that the included explanatory variables explained only 12 % of the variations in health projects sustainability. The other explanatory variations not in the model explain the remaining 66% variations in sustainability. From this study it is evident that at 95% confidence level, the variables produce statistically significant values and can be relied on to explain sustainability of health projects in Gambella hospital, Ethiopia. The results of ANOVA test revealed that the combined independent variables have significant effect on sustainability of health projects in Gambella hospital. This is explained by F values (**3.918**) and low p-values (0.005) which are less than 5% level of significance. The calculated F ratio (3.918) was greater than the tabulated F critical value (3.08) indicating a significant relationship between all the independent variables and the dependent variable.

5.3. Discussion of the Findings

5.3.1. Effects of stakeholder's involvement on sustainability of health projects

The study identified that majority (95%) of the respondents indicated that stakeholder's involvement influence project sustainability. Additionally, the study showed that a majority of respondents were in agreement with the various aspects on stakeholder involvement as shown by an aggregate score of 4.28. The study further illustrated that stakeholders play role and interact at multiple levels and their role and interaction determine the effectiveness of project sustainability and thus satisfying key stakeholder requirements is central to achieving a sustainability of project outcome. Respondents agreed that a good stakeholder participation program enables those who are interested in, or affected by a decision, have an opportunity to influence the outcome. Finally, the study found that it is only through participatory planning, monitoring and evaluation, that meaningful development and sustainability of the health projects can be realized to great extent.

Inferential statistics revealed that stakeholder involvement positively affected sustainability of health projects in Gambella hospital. Results of the inferential statistics included unstandardized regression coefficients of 0.343, which showed a positive effect of stakeholder involvement on sustainability of health projects. This was further supported by the low p values of 0.0120. The findings further confirm the researcher's hypothesis that stakeholder involvements have a significant effect on sustainability of health project in Gambella hospital. These findings were in agreement with the findings of other related study conducted in Kenya (Okoth,2016).

5.3.2. Effects of Project Mission and Goals on health project sustainability

The study identified that project mission and goals influence sustainability of health projects as indicated by the majority (94%) of the respondents. Additionally, majority of respondents agree with the various aspects of projects mission and vision as shown by the aggregate score of 4.19.

Further, respondent agreed that mission statements enhance the communication of a common culture throughout the project and inspire deliberations on how the mission can be implemented and the aim of a project's mission is to make sure everyone is on the same level of understanding with regard to the project. This study evident that the aim of the mission is ensure all participant in the project understood the core objectives of the project through providing guidelines on what is to be done (product), for whom (customer) and how (strategy). Strategy to be implemented and mission statements are important for sustainability of a project since they provide a guiding

philosophy when the direction is not clear and outline the area in which the project is operating. Studies identified that mission statements of a projects are crucial to the project from it is initial stage since they analyze the business of an entity and provides a guiding which gives a clear direction and outline the area in which the body is operating. Also, respondents agreed that project mission shape up the implementation of the project as it is the rationale for its existence.

Inferential statistics revealed that clarity in project mission and vision positively affected sustainability of health projects in Gambella hospital. Results of the inferential statistics included unstandardized regression coefficients of 0.187, which showed the effect of clarity of project mission and vision on sustainability of the health projects. This was further supported by the low p values of 0.0115. The findings further confirm the researcher's hypothesis that clarity in project mission and vision have a significant effect on sustainability of health project in Gambella hospital. These findings agree with (Powers, 2012).

5.3.3. Effects of Project Manager's Competence on health project sustainability

The study assessed that project manager's competence influences sustainability of health projects and found that, the vast majority (95%) of the respondents were of the opinion that project manager's competence affects sustainability of health projects. Besides, majority of respondents in agreement with various aspects projects manager's competence as shown by the aggregate score of 4.46. The finding also emphasized the project manager is able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project. Management puts into consideration people and the essential resources available for transforming ideas, inspirations, materials, capital and technical competence required for the project and project manager's competence influence sustainability of health projects. It is believed that, the project manager has a responsibility to ensure that risks are identified and managed appropriately; objectives and benefits are achieved within budget and time, and to the required quality. The respondents agreed that project managers understanding of most important issues for each stakeholder group is a very important success factor. Inferential statistics revealed that competency of project managers positively affected sustainability of health projects in Gambella hospital. Results of the inferential statistics included unstandardized regression coefficients of 0.687, which showed the effect of competency of project managers on sustainability of the health projects. This was further supported by the low p values of 0.003. This finding is in support of the idea that the

extent to which the leaders are able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project (Franks, T. R. & Curswoth, 1993). If the leaders are able to mobilize the three factors effectively, there are higher chances of successful implementation and hence high chances of sustaining the project even when external donors have withdrawn; otherwise, there would be higher chances of project failure, or lack of sustainability of the project. Further, most of the respondents strongly agreed a project can succeed or fail in its sustainability because of lack of strong management.

5.3.4. Effects of Availability of Funds on health project sustainability

Under the objective of availability of fund, the study found that availability of funds influence sustainability of health projects which indicated by the vast majority (91%) of the respondents. Besides, majority of the respondents agreed with the various aspects of funds availability and are important in sustainability of health projects as demonstrated by the average score of 4.23.

financial and economic analysis is crucial factor that influence the success of project sustainability and for a development project to be financially sustainable, it requires a sound financial base arising from reliable sources of funding to a great extent. Financial analysis is often required, particularly in the formulation of programs and projects' activities and sources and composition of project finance is a key factor that influences the project sustainability to a great extent. Studies also reiterated that in addition to community participation, sources and composition of project finance has a bearing on project success as well. Finally, most of the respondents strongly agreed that project does not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustained and better financial analysis is often required, particularly in the formulation of programs and projects' activities to a great extent. These findings agree with (Muthaura, S. K & Mburugu, 2019).

5.4. Conclusion of the Study

Based on the finding we conclude that stakeholder involvement influences project sustainability. The study also concluded that stakeholders play role and interact at multiple levels and their role and interaction determine the effectiveness of project sustainability and thus satisfying key stakeholder requirements is central to achieving a sustainability of project outcome. It is only through participatory planning, monitoring and evaluation, that meaningful development and sustainability of the health projects can be realized to great extent.

The study concluded that clarity of project mission and goals influence sustainability of health projects. The main aim of a projects mission is to ensure everyone is on the same level of understanding with regard to the project, project mission provides guidelines on what is to be done for whom and the strategy to be used and mission statements are important for sustainability of a project since they provide a guiding philosophy when the direction is not clear and outline the area in which the project is operating.

The study concluded that project manager's competence influence sustainability of health projects. The extent to which the project manager is able to organize the people, ideas and resources to achieve the objectives of the project; Project Manager's understanding of most important issues for each stakeholder group is a very important success factor determines the sustainability of the project. Management puts into consideration people and the essential resources available for transforming ideas, inspirations, materials, capital and technical competence required for the project.

On the objective of fund availability, the study concluded that availability of funds on sustainability of health projects, financial and economic analysis is crucial factor that influence the success of project sustainability and for a development project to be financially sustainable, it requires a sound financial base arising from reliable sources of funding to a great extent. Financial analysis is often required, particularly in the formulation of programs and projects' activities and sources and composition of project finance is a key factor that influences the project sustainability to a great extent. Thus if a project does not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustained.

5.5. Recommendation

The study makes recommendations based on the findings, this study recommends that health being essential components in development of the country's economy, there is need to allocate more funds to finance the projects that aim to improve the wealth and wellbeing of the society to ensure the projects are sustainable. To strengthen stakeholder's participation in managing health projects, the study recommends that a lot of engagement should be done during community entry. A situation analysis should be carried out with communities so that they are involved from the beginning. This would help in identifying community needs which will assist in determining whether the project is the priority for respective communities, the determination of communities' willingness to contribute resources towards development and sustainability of the health project. During community entry, the health project sponsors, promoters should ensure that they involve all stakeholders and local leadership at an early stage. Concerned bodies should be made aware of their roles and responsibilities, and expectations.

The study recommends that involvement of stakeholders can bring into the sustainability of health projects. Right from project design to control and implementation, the involvement of stakeholders can play a critical role. Further the study recommends that since the success or failure of a project is directly related to its goals and objectives which form the baseline to measure the degree of project sustainability and success. Thus there is mandatory to set realistic goals that will help to ensure that the project is sustainable and oriented to its mission and vision.

There is a need to have an operating partner's forum committee to manage and oversee the operations of the projects after the sponsors of the projects have withdrawn major financial and technical support to the project.

5.6. Suggestion for Further Studies

From the study model of the four independent variables studied, they only explained 34 % on sustainability of the health projects, this therefore means that other factors not studied in this research contribute the rest of 66 % on sustainability of health projects.

It is therefore suggested that more studies be undertaken in the same area of interest in future to determine consistency in the factors affecting the sustainability of health projects. The study also recommends that a study be done on factors influencing health project sustainability in other study areas.

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APPENDICES

Appendix I: Introductory Letter

TO WHOM IT MAY CONCERN

Subject: Introductory Letter for the Research Project

Dear Sir/ Madam,

My name is **Ashenafi Kure**; I am a graduate student at Addis Ababa University School of Commerce. In partial fulfillment of the requirements of the degree of Master of Arts in Project Management, I am conducting a research for my project on “**Factors Influencing Sustainability of Health Projects in Gambella Hospital, Ethiopia**”.

I kindly request for your assistance in gathering data for this study by filling the attached questionnaire. Your genuine responses were held confidentially and used for academic purpose only. I recognize the many demands placed on your time and am grateful for your participation in this study.

Thank you in advance for your assistance.

Yours Sincerely,

Ashenafi Kure Degife

Addis Ababa University School of Commerce

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Advisor: Seifu Mamo (PhD)

Appendix II: Questionnaire to the respondents

Instruction;

For some questions, you are required to choose by ticking (✓) one answer among the alternatives. For certain questions, you are encouraged to specify other alternatives in the space provided or to fill the blank spaces. Also feel free to write helpful comments where appropriate.

Part I: Demographic Information						
S.N	Questions	Response	Put(✓)			
1	Gender	Male				
		Female				
2	Age of the respondent	Below 30 years				
		30-39 years				
		40-49 years				
		50 years and above				
3	What is your level of education?	Tertiary/College				
		Undergraduate				
		Postgraduate				
		Other (Specify)				
4	How long have you worked for the organization?	Below 3 years				
		3-6 years				
		7-10years				
		11-14 years				
		15 years and above				
5	What is your position in the organization?	Program manager				
		Project manager				
		Project Coordinators				
		Project Officers/ advisors				
		M & E				
		Admin and Finance head/assistant				
Part II: Stakeholder's Involvement						
6	Does stakeholder's involvement influence sustainability of health projects in Gambella Hospital?	Yes				
		No				
		No Sure				
7	Indicate the extent to which you agree or disagree with the following statements relating to the influence of stakeholder's involvement on sustainability of health projects in Gambella Hospital. (5:Strongly Agree, 4: Agree, 3: Neither Agree nor Disagree, 2: Disagree,1: strongly disagree)	Response				
		Questions				
			1	2	3	4

	Local leaders involvement by way of discussion before the commencement of a project, their role in decision making process according to their relative position and power relations is obligatory for the success of the health project						
	It is only through participatory planning, monitoring and evaluation, that meaningful sustainability of the health projects can be realized						
	Satisfying key stakeholder requirement is central to achieving a successful project outcome						
	A good stakeholder participation program enables those who are interested in, or affected by a decision, have an opportunity to influence the outcome						
	Stakeholders play role and interact at multiple levels and their role and interaction determine the effectiveness of a project sustainability						
8	In your own opinion, how else does stakeholder’s involvement influence sustainability of health projects in Gambella Hospital?:----- -----						
Part III: Clarity on Project Mission and Goals							
9	Does clarity on project mission and goals influence sustainability of health projects in Gambella Hospital?	Yes					
		No					
		Not sure					
10	Indicate the extent to which you agree or disagree with the following statements relating to the influence of clarity on project mission and goals on sustainability of health projects in Gambella Hospital. (5:Strongly Agree, 4: Agree, 3: Neither Agree nor Disagree, 2: Disagree,1: strongly disagree)						
	Questions	Response					
		1	2	3	4	5	
	The aim of a projects“ mission is to make sure everyone is on the same level of understanding with regard to the project						
	Project mission shape up the implementation of the project as it is the rationale for its existence						
	Project mission provides guidelines on what is to be done for whom and the strategy to be used						
	Mission statements are important for sustainability of a project since they provide a guiding philosophy when the direction is not clear and outline the area in which the project is operating						
Mission statements enhance the communication of a common culture throughout the project and inspire deliberations on how the mission can be implemented							

11	In your own opinion, how else does clarity on project mission and goals influence sustainability of health projects in Gambella Hospital?:----- -----
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Part IV: Project Manager’s Competence

12	Does project managers competence influence the sustainability of health projects in Gambella Hospital?	Yes	
		No	
		Not sure	

13	Indicate the extent to which you agree or disagree with the following statements relating to the influence of project manager’s competence on sustainability of health projects in Gambella Hospital. (5:Strongly Agree, 4: Agree, 3: Neither Agree nor Disagree, 2: Disagree,1: strongly disagree)					
	Questions	Response				
		1	2	3	4	5
	Project Manager’s knowledge of most important issues for each stakeholder group is a very important success factor					
	Project Manager’s competence, i.e., the extent to which the project manager is able to organize the people, ideas and resources to achieve the objectives of the project determines the sustainability of the project					
	Project Manager’s specialization and technical competence are key to the project sustainability					
A project can succeed or fail in sustainability because of lack of management skills						

14	In your own opinion, how else does project managers competence influence sustainability of health projects in Gambella Hospital ?:----- -----
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Part V: Availability of Funds

15	Does availability of funds influence the sustainability of health projects in Gambella Hospital ?	Yes	
		No	
		Not sure	

16	Indicate the extent to which you agree or disagree with the following statements relating to the influence of availability of funds on sustainability of health projects in Gambella Hospital. (5:Strongly Agree, 4: Agree, 3: Neither Agree nor Disagree, 2: Disagree,1: strongly disagree)					
	Questions	Response				
		1	2	3	4	5
	Composition of project finance is a key factor that influence the success of project implementation					
	For a development project to be financially sustainable, it requires a sound financial base arising from reliable sources of funding					
	Financial and economic analysis is crucial for any sustainable project					

	Project does not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustained					
	Better financial analysis is often required, particularly in the formulation of programs and projects' activities					
17	In your own opinion, how else does availability of funds influence sustainability of health projects in Gambella Hospital?-----					
Part VI: Sustainability of Health Projects						
18	In your opinion do you believe health projects in Gambella Hospital are sustainable?	Yes				
		No				
		Not sure				
19	Indicate by a tick (✓) the extent to which you agree or disagree with the following statements relating to the sustainability of health projects in Gambella Hospital. (5:Strongly Agree, 4: Agree, 3: Neither Agree nor Disagree, 2: Disagree,1: strongly disagree)					
	Questions	Response				
		1	2	3	4	5
	A sustainable health project should continue to deliver services even after the external donor support has been withdrawn.					
	Health project should make a positive difference in issues like waste, energy and water usage, and promote wellness of the community and the environment.					
Health projects should continue to generate revenues to ensure it continues to operate long after the donor has stopped giving major financial and technical support.						
20	Indicate by a tick (✓) the factors that you think determine the sustainability of health projects in Gambella Hospital?	Stakeholder involvement				
		Clarity of project mission and vision				
		Project manager capacity				
		Availability of funds				
		Others (Kindly list them): -----				
Thank you so much !!!						

Appendix III: List of Health Projects

Name of Health Facility	List of Nongovernmental Organizations (NGOs) with projects working at Gambella Hospital
Gambella Hospital	ICAP, Columbia University Mailman School of Public Health
	International Rescue Committee (IRC)
	United Nations International Children's Emergency Fund (UNICEF)
	Administration of Refugee and Returnee Affairs (ARRA)
	PLAN international
	United States Agency for International Development (USAID)
	Amref Health Africa
	Marie Stop International (MSI)