



**EFFECTIVENESS OF EXIT STRATEGIES ON SUSTAINABILITY OF
DEVELOPMENT PROJECTS IN RWANDA
A CASE STUDY OF USAID RWANDA**

**A Thesis submitted in partial fulfillment of the Requirements for the Degree
of Master of Business Administration (Project Management Option)**

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DECLARATION

I, hereby declare that this dissertation entitled “**effectiveness of exit strategies on sustainability of development projects in Rwanda, a case study of USAID Rwanda**” is my work and it has not been presented for any degree. All the sources I have used or quoted have been indicated and acknowledged by complete references.

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APPROVAL SHEET

This thesis entitled the effectiveness of exit strategies on sustainability of development projects in Rwanda, a case study of USAID Rwanda, written and submitted by NDUNGUTSE Yussuf in partial fulfilment of the requirements for the degree of Master of Project management, is hereby accepted and approved.

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Member of the Jury

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Member of the Jury

Date

Coordinator of Postgraduate Studies

Date

DEDICATION

To

The almighty God,

My family members,

My lecturers from all levels,

My dissertation's supervisor, and

My friends as well as my colleagues

ACKNOWLEDGEMENTS

My special gratitude goes to my beloved wife and son, brothers and sisters for their encouragement and moral support while I was conducting this study. Thanks to Almighty God for his enormous love, guidance, protection and blessing towards me while doing this study.

My deep appreciation goes to my Supervisor, for his vital professional guidance, sacrifice and careful Supervision which had made this research project feat. Dear Sir, I appreciate and recognize your kind support for my work. God bless you!

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LIST OF ABBREVIATIONS/ ACRONYMS

| | |
|-----------|---|
| EDPRS | : Economic Development and Poverty Reduction Strategy |
| M&E | : Monitoring and evaluation |
| MDG | : Millennium development goals |
| MINAGRI | : Ministry of Agriculture and Animal Resources |
| MINECOFIN | : Ministry of Economic Planning and Finance |
| MPP | : Micro-Projects Programme |
| NGOs | : Non-government organizations |
| OECD | : Organization for European Cooperation and Development |
| SPSS | : Statistical Packages for Social Sciences |
| ToC | : Theory of Change |
| UNDP | : United Nations Development Programs |
| UR | : University of Rwanda |
| USA | : United States of American |
| USD | : United States Dollars |

ABSTRARCT

This research investigated the effectiveness of exit strategies implementation on the sustainability of development projects supported by USAID in Rwanda. It discusses deeply the phases involved in the implementation of effective exit strategies and indicators of projects sustainability. Many implementations of exit strategies have been successful, while others have failed to deliver the sustainability of the project. This study was established the relationship between effective exit strategy implementation and the sustainability of development project. In research methodology the researcher used both qualitative approaches by interpreting the finding with his own words and quantitative by using instruments on specific number of respondents. It used case study approach whereby selected projects supported by USAID in Rwanda were considered as a case study. The questionnaires and unguided interview was used to collect primary data. SPSS was used to analyze the processed data using model of standard deviation, mean and correlation. Table 4.4 illustrates that the 75.0% of respondents confirmed that USAID plans for exit from the beginning, they develop partnership and local linkages as confirmed by 88.2% of respondents, build local organizational and human capacities as 86.8% respondents confirmed it, mobilizing the local and external resources as more than 81.6% respondents confirmed it, creating or strengthening of service delivery mechanisms as confirmed by 81.6% respondents, establishing the assurance of beneficiary access to services as more than 85.5% respondents confirmed it, and Improving beneficiary demand for and use of services and adoption of behaviors promoted by the project as confirmed by 84.2% respondents in USAID. Table 4.5 illustrates that perceptions of respondents on the sustainability of agricultural projects in Rwanda financed by USAID. They said that sustainability of agricultural projects indicated by a sustainable source of resources confirmed by 96.1% of respondents, a sustainable technical and managerial capacity confirmed by 81.6% respondents, a sustainable motivation (of beneficiaries and service providers) confirmed by 88.2% respondents, and sustainable outcome and output confirmed by 86.8% respondents in USAID Rwanda. From the table 4.9, P-value equals to 0.000 which is less than Alpha (0.05). This is an indicator of the relationship between exit strategies and sustainability of development projects in USAID. The level of relationship of r^2 : .812 (81.2%) located in interval statistic between $0.7 \leq \rho < 0.9$ categorized as High Correlation.

Key Words: Exit strategy, project sustainability.

CHAPTER ONE

GENERAL INTRODUCTION

1.0. Introduction

This chapter presents the background of the study, the statement of problem, research objectives, and research questions, research hypothesis, significance of the study, scope of the study, and limitations of the study.

1.1. Background of the Study

An exit strategy for a project is a specific plan describing how a sponsor intends to withdraw from a region while ensuring that the projects achieved development goals are not jeopardized and that further progress towards these goals were made. The term is relatively new in development discourse (Davis, and Sankar, 2006). As a concept, according to the Institutional Learning and Research (ILR) division, exit strategies were firstly conceived in business community, moved to political military and recently, into humanitarian, relief and development discourse (ILR, 2005). External evaluations and reviews of development programmes have been identifying exit strategies as crucial component for sustainability of development programmes and projects hence, their recent prominence in development discourse (IFAD, 2009).

Donors have responsibilities when funding development interventions. One important responsibility relates to phasing out support. Donors phase out support at country, program, sector and project levels for a number of reasons. In many instances phasing out is a part of a carefully-considered approach to ensuring the long-term sustainability of a program or project. In other instances, there may be higher level “political” reasons that remove some or all of the control that program managers have over investment decisions. A recent joint donor evaluation of exit strategies in bilateral aid programs concluded that planning for a “proper exit” and sustainability is “the exception rather than the rule” (Headgear, 2008).

Proponents of exit strategies (Rogers, and Macías, 2004) note that the goal of an exit strategy is not only to maintain benefits achieved, but also to enable further progress toward the projects’ development goals. Ideally, an exit strategy puts in place a system whereby the benefits expand beyond the original beneficiaries and their communities. Having an exit strategy, it is strongly argued, provides clarity, focuses programming work, enables better planning of available human and financial resources and gets people to think about the end at

the beginning of the program. Amidst these ‘theoretical’ benefits which are based on ‘lessons learned’ from reviews of development projects, technical notes and discussion papers, there is inadequate information to justify the effectiveness of exit strategies in promoting sustainability of development projects (beawuchi, and Nwachukwu, 2010).

Most commonly found in Rwanda in the agricultural sector, cooperatives are providing significant results in the production of tea, coffee, rice, maize, Irish potatoes, vegetables, fruits, milk, meat and fish but also seeing gains in other sectors such as finance S ACCOs (savings and credit cooperatives), mining and transportation (motorcycles and minibuses) as well. Since 2010, CHF International Rwanda has been working with producer groups and associations of People Living with HIV/AIDS (PLWHA) and families living with Orphans and Vulnerable Children (OVC) assisting these groups to become formal cooperatives and building capacity in the areas of governance, management and business development in order to increase household incomes and strengthen overall family resiliency.

In Rwanda, EMIRGE is working with both fledgling and established cooperatives comprised largely of poor farmers in remote rural areas, many of whom are people living with HIV/AIDS. EMIRGE works with CHF International’s sister program, USAID/Higa Ubeho Program (USD 50 million), a five-year program begun in 2009, is working to increase the use of health and related social support services among the most vulnerable families, including families affected by HIV and families with orphans and other vulnerable children. Funded by USAID/PEPFAR, this five-year program is designed to mitigate the impact and reduce the risk of HIV and other health threats through an integrated programming methodology. The program focuses on the linkage between health, nutrition and building economic resiliency to strengthen families and households across Rwanda (IFAD, 2009). However, this study investigates the effectiveness of exit strategies on sustainability of development projects in Rwanda using current information from USAID Rwanda

1.2. Problem statement

Sustainability is achieved when outcomes and impacts (and sometimes activities) are maintained or even expanded after a project withdraws its resources through the exit process. A sustainability plan should represent all the elements of project design that take sustainability into account and should increase the likelihood that project outcomes and impacts and (where relevant) activities continue. An exit strategy, by contrast, has been defined as a “plan for how a project will withdraw its resources while ensuring that achievement of project goals is not jeopardized and that progress toward these goals continue. So, exit should refer to the graduation of individuals from external support for certain activities (Rogers, and Macías, 2004).

Numerous non-governmental organizations (NGOs) are facing the challenge of closing projects and programs and withdrawing from countries and partnerships. This might be driven by changing organizational priorities, strategic decisions to reduce support in middle-income countries, or funding cuts from donors. Whatever the reason, exiting from a project, programme, country, or partnership is no easy task for anyone involved, some NGOs failed also to establish effective exit strategies which affecting negatively the sustainability of development projects in developing countries where Rwanda it is located now (Gardner et al., 2005).

The persistent challenge of development projects is ensuring that the benefits of interventions are sustained after the projects end. However, there is little evidence on the effectiveness of different strategies to ensure the sustainability of development projects’ activities, outcomes, and impacts. The phasing out of development food assistance projects supported by USAID’s Office of Food for Peace (FFP) in Kenya, Honduras, Bolivia, and India provided an opportunity to review the exit strategies and processes that were put into place during the life of the projects and observe their effect on the sustainability of project activities and benefits up to 3 years after the projects ended (USAID, 2009).

However, it was found that there is still scarcity of data on the effectiveness of exit strategies on sustainability of development projects in Rwanda, so this attract a researcher to conduct a study by investigating on which exit strategies adapted by USAID in Rwanda, and how is the sustainability of agricultural projects in Rwanda financed by USAID after closeout.

1.3. Research Objectives

1.3.1 General Objective

The main objective of this study was to assess the effectiveness of exit strategies in sustaining donor funded development projects in Rwanda.

1.3.2 Specific objectives

- 1) To analyze the implementation of the exit strategies adapted by USAID in Rwanda.
- 2) To examine the sustainability of agricultural projects in Rwanda financed by USAID.
- 3) To establish the relationship between exit strategies and sustainability of development projects in Rwanda.

1.4 Research Questions

- 1) How is the implementation of the exit strategies adapted by USAID in Rwanda?
- 2) How is the sustainability of agricultural projects in Rwanda financed by USAID?
- 3) Is there a relationship between exit strategies and sustainability of development projects in Rwanda?

1.5 Research Hypothesis

This study verified two categories of hypotheses: Null (H_0) and alternative (H_1) hypotheses

H_0 : There is a significant relationship between sustainability of projects sponsored by USAID and exit project strategies in Rwanda.

H_1 : There's no significant relationship between sustainability of projects sponsored by USAID and exit project strategies in Rwanda.

1.6 Significance of the Study

1.6.1 To the researcher

This research aimed at giving an idea to the researcher whether exit project strategies that lead to sustainable development of projects sponsored by USAID in Rwanda. It enables also the researcher to fulfill the requirements of Master in Business Administration.

1.6.2. To USAID Rwanda

The study helps Non-Government Organizations (NGOs) and specifically USAID in Rwanda to get clear image on the performance of the development projects and their sustainability after the implementation of phase out. They should be the replication of research findings regarding corrective measures in case of gaps of project exit strategies implementation.

1.6.3 To the Future Researchers

The study also provides material to researchers and academicians. This is a basis for future academic studies as a source of secondary data in the field of project performance.

1.7 Scope of the Study

1.7.1 Time Scope

The study covered the information in the period of 5 years from 2014 to 2018.

1.7.2 Content Scope

This study is oriented on the fact of the projects supported by Non-Governmental Organization stop after phasing out of sponsors. Thus, the researcher got prompted to assess effectiveness of exit strategies on the development projects supported by USAID in Rwanda.

1.7.3 Geographical Scope

All the relevant data was analyzed and evaluated by using primary and secondary data and the results was interpreted accordingly. So, the study was conducted in USAID locally, in Rwamagana district-Rwanda.

1.8. Limitation of the Study

The study encountered different limitations where time constraint was held, this means the time provided for conducting the research project was short to get the required information that requires enough time. The constraints of money to cover the overall costs compared to the budgeted requirements. Some records are prepared in French language whereas the study results must be in English, matching the two systems being another constraint. To overcome all these challenges, the researcher worked day and night to meet the deadline. He asked loan from bank to finish this project and he used Google translation from French to English some documents.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter discusses the ideas from other related documents. It shows the review of the available literature, both published and unpublished related to the topic. It attempts to define, explain and illustrate the issue related to the topic of research and relate it to within findings for interpretation later on. The theoretical literature review, conceptual framework, empirical literature review, and gap identification were presented in this chapter.

2.1 Definition of Key Concepts

This section illustrates the definitions on exit strategies and project sustainability.

2.1.1 Exit strategy

In its broadest sense an exit strategy is a strategy for designing, implementing, and ending external support in a manner consistent with the objective of producing sustainable development outcomes (Davis and Sankar, 2006).

An exit strategy is a plan describing how a programme intends to withdraw its resources while ensuring that achievement of the programme goals is not jeopardised and that progress towards these goals will continue (Rogers and Marcia, 2004), the benefits of the exit strategy should spread to include non-project beneficiaries. In order to qualify as a strategy, the exit strategy must contain: Criteria for exiting; measurable benchmarks of progress in meeting the criteria; a time line for the exit process; action steps and responsible parties; and mechanisms to assess progress.

2.1.2 Project Sustainability

Sustainability of a project simply implies the continuation of project activities and sustenance of project outcomes after the initial/primary grant expires. Most donors are concerned about sustainability aspect of a project and often fund projects which have a well-defined sustainability plan in place. It is a challenge for NGOs to ensure a steady flow of funds for executing their projects and programs. Integrating sustainability principles in their ongoing projects can be an effective way to ensure long term impact (Demarche, 2001).

Sustainability in project management is about balancing or harmonizing social, environmental and economic interests of the projects like increase of revenue, savings, and health care for beneficiaries of the project. Developing Sustainability in Project Management takes into account the full life-cycle of the project of the asset of the product at hand. Sustainability in project management is a way to cross the triple bottom line of business with the golden triangle of project (Dunham, 2001).

2.2 Theoretical Literature Review

Civil society is being profoundly affected by a rapidly changing global environment, where economic recession in some parts of the world and economic growth in others is transforming the aid landscape and the nature of partnerships between northern and southern organizations. However, contradictions are also emerging. Civil society organizations have negotiated new roles in dialogue over development issues at the global level, such as the post-2015 framework, and development effectiveness. Several major donors are producing policies to enhance how they support civil society in development, demonstrating its recognized value (Hayman, Rachel, 2012).

In many developed countries, organizations are facing two concurrent challenges: cuts in public and private funding, and pressure to demonstrate tangible results. Within this changing global aid and development dynamic, the International NGO Training and Research Centre (INTRAC) began to observe that many international non-governmental organizations (INGOs) were ending projects, programmes and partnerships in some countries. While INGOs are constantly restructuring and adapting, shifting in response to development needs, strategic priorities, and funding opportunities, there appeared to be a marked increase in exit processes.

INGOs are actively seeking examples of good practice and knowledge on how to plan their exit, including such issues as: how to prepare partners and staff; principles to apply; ensuring sustainability of partners, interventions and activities; knowing when is the right time to withdraw support; monitoring exit processes; and building capacity prior to exit (INTRAC, 2012).

2.2.1 Theoretical Literature Review on Exit strategies

2.2.1.1 Exit strategies Approaches

The exit strategies identify three approaches to exit: Phase down, phase over and phase-out (House, 2007). The decision to use the phasing over or the phasing out approach depends largely on the nature of the program activities and different conditions in the programming environment. Other factors include the time frame for exit, available funding and available human, institutional, financial and physical resources in the area where the program is departing (Davis and Sankar, 2006).

Phase down refers to gradual reduction of program activities, utilizing a local organization to sustain program benefits while the original sponsor deploys fewer resources (Gardner.2004). Local stakeholders are equipped to sustain benefits generated while, at the same time,

enabling the sponsor to become increasingly more strategic about its deployment of scarce resources (Batchelor, 2000). Phasing down is often a preliminary stage to phasing over and/or phasing out.

Phase out, under this approach a sponsor withdraws from involving in a program without turning it over to another institution for continued implementation. Ideally, a program is phased out after permanent or self-sustaining changes are realized; eliminating the need for additional external support (Gardner, 2005). This is because the program/project outcomes are already firmly established and there is no going back to the circumstances that led to the inception of the project (Batchelor, 2000).

Phase over, under this approach, a sponsor transfers program activity requiring continued inputs to community-based organizations (CBOs), informal groups or networks or key individuals (Rogers and Gardner, 2005). During program design and implementation, emphasis is placed on institutional capacity building so that the services provided can continue through local organizations (Gardner, 2005).

The process of transfer may be very gradual and need to be coordinated with a capacity-building strategy that is designed to help the taking over organizations acquire the skills and resources required to implement the program successfully. Over time, the role of project management should be reduced to advisory and, finally, to no role at all. The activity level may be reduced or maintained. Ideally, however, the benefit stream should remain relatively constant (Batchelor, 2000).

2.2.1.2 Designing and implementing the exit strategies

The way a project is designed and implemented can have considerable influence on its long-term sustainability by fostering participatory approaches, remaining flexible in the face of inevitable setbacks, and strengthening the capacity of stakeholders to plan and manage future actions (IFAD, 2009). In order to critically analyze the influence of the designing and implementation of exit strategies, this study adapted Levinger and McLeod (2002) frameworks.

Levinger and McLeod (2002) present key elements (also called tactics) that well-designed projects should follow for a successful phase-over. In this study, these elements served as a framework for analyzing the design and implementation of the exit strategy adopted by world vision in East Africa. They include: Planning for exit from the beginning; develop partnership and local linkages; build local organizational and human capacities; mobilize local and

external resources; stagger the phasing of activities and resources; and finally, allow roles and relationship to evolve (Levinger and Mcleod, 2002).

In the views of Levinger and McLeod (2002), these elements should be integrated as part of the overall project approach by planning them from the beginning of the program design stage. At the same time, revisiting plans and assessing progress should be done throughout the life of the program with the prime objective to maintain benefit streams in the future. These elements, according to them, are interdependent and therefore, should be followed sequentially and that the absence of one element undermines the effectiveness of the exit strategy even when the other elements are in place.

2.2.1.3 Plan for exit from the beginning

According to Levinger and Mcleod (2002), exit strategies should be formulated from the beginning of the project or program. This, they note, allows external and local actors to focus on their time frame as an opportunity to achieve programmatic and capacity-building outcomes. Based on this assertion, the researcher was interested to find out whether the exit strategies were formulated from the beginning of the project design or not, and its impact during project implementation.

2.2.1.4 Develop partnership and local linkages

Under this tactic, Levinger and Mcleod (2002) note that actual and potential leaders within the private and public sectors should be identified so as to lay grounds for a successful exit. According to them, the promising actors in the private and public sectors should be facilitated to understand and support the goal of the program and committed to the program or project even when the sponsor takes a less direct role.

Rogers and Marcias (2004) allude that networking with local and international organizations is essential to ensure that local organizations continue to access resources they need after program ends. In their views, direct link to international donors offer avenues for financial sustainability while local networks can provide resilience; mitigate risks to project success; provide information and access; and offer a support structure as the sponsor withdraws. This study, therefore, sought to find out whether partnership and local linkages were developed and their impact to the sustainability of the local organization set in place.

2.2.1.5 Build local organizational and human capacity

Building local organizational and human capacity is the third element propounded by Levinger and Mcleod. According to Hailey and James (2003), there is no one universally accepted definition of capacity building owing to the latitude of its interpretation. Yet despite this disagreement, the need for capacity building is universally accepted and it has been increasingly prioritized at the core of many development intervention strategies (Hailey and James, 2003).

In this study, the definition offered by Levinger and Mcleod (2002) was preferred and therefore capacity building was used to mean: “a general-purpose term to describe the broad category of activities intended to help local organizations (including NGOs, government, and community groups) accomplish their missions more efficiently and effectively” (Levinger and Mcleod, 2002)

Drawing from practitioners interviewed for their study, Levinger and Mcleod (2002) argue strongly that beneficiaries should be empowered so as to direct the development processes that affect them. This meant developing a variety of capabilities within an organization in order to maintain benefit flows and planned activities so as to accomplish their missions more efficiently and effectively. They further note that where the object is a phase over, the organization should strive to develop capabilities to design and deliver high-quality services and to manage commodities, including logistics and monitoring.

In the views of Rogers and Marcias (2004), high quality services help to create and sustain demand for programs that improve people’s lives and motivate the poorest of the poor to invest their scarce resources of time and effort into the program. In this study, therefore, efforts were made to ascertain whether capacity building was done to community members, USAID, the local organization set up, and its impact on the success of the exit strategies.

2.2.1.6 Mobilize local and external resources

Mcleod (2002) suggest that actors should plan from the start to mobilize adequate resources to maintain the necessary scope and high quality of services until such a time when activities are no longer needed to sustain benefit flows. Alternatives, according to Levinger and Mcleod (2002), might include: Current donor funds local organizations directly; other external (international) donors fund local organizations; community resources help fund activities; public sector actors (local, regional or national government) contribute resources;

other local donors, including private sector contribute resources, and finally, local organizations introduce fees for services

Levinger and McLeod further note that introduction of user fees (also referred to as market or business approach in some literature) is often advocated as a way to make local organizations more financially self-sustaining and stress that future funds planning should be integrated into a program design (Levinger and Macleod, 2002). This study, therefore, sought to find out whether resources to fund the transition were mobilized and the viability of alternatives for funds generation set in place to make the local organization established financially sustainable.

2.2.1.7 Stagger the phasing of activities and resources

Levinger and McLeod (2002) note that in order to make the exit strategy most effective the sponsor should identify, prioritize and schedule the staggering of key elements of a program. Also, plans on how and when local actors will take on new roles and responsibilities need to be made. According to them, staggering the phasing of activities and resources provide an opportunity for the taking over organization to adjust to its new responsibilities by mobilizing resources, gaining skill and experience gradually. In this study, the researcher sought to assess the process of staggering projects portfolio and how local project beneficiaries were prepared to continue with project benefits and activities.

2.2.1.8 Allow roles and relationship to evolve

According to their sixth element, Levinger and McLeod (2002) note that upon ending project or program intervention, the relationship between the sponsor and the taking over organization should not end as well. The sponsor, they note, should opt a useful advisory role to ensure that the program or project continue smoothly under its new leadership. Based on these assertions, this study sought to find out how USAID, the local organization set up, related.

Basically, Levinger and McLeod (2002) did not link these elements with project cycle development. This study, however, will attempt to link and analyze the design and implementation of exit strategies to project cycle development. This will be done in order to gain further insight on how effective the exit strategies are designed and implemented.

2.2.2 Theoretical Literature Review on Project Sustainability

The issue of sustainability relating to development activities started to become important to donors and development theorists from the 1980s the importance of the notion of sustainability can be seen from the way some donors sustainability as one of five yardsticks in evaluating development interventions, the others being relevance, efficiency, effectiveness, and impact.

The Swedish International Development Agency (SIDA), for example, has stated that the sustainability of development interventions is the basic purpose of aid in achieving and/or promoting development has used sustainability as of the eligibility criteria to provide assistance to and gain cooperation from the commission. Furthermore, concern with the issue of project sustainability also comes from the mounting pressures from domestic constituencies to drastically reduce or possibly halt foreign aid programs together (Brown, 2008).

These pressures have made donor organizations and development workers start to think about the effectiveness and the value of aid being delivered to third world countries over the past decades. Donor organizations and development workers are concerned that aid being delivered seems to give few positive impacts to the recipient countries. The sustainability concern has made donors begin to think that it is better to teach people to fish than to give them donations of food (Olukotun, 2008).

In other words, it would be better for donors to give assistance that would help target participants be capable of becoming independent at some point in the future, rather than to give them charity which is unsustainable and leads to dependency on foreign assistance. However, there are also development thinkers who argue that donors need to establish dependent clients in the developing world, and foreign assistance is a mean for redistribution of wealth from the developed countries to the developing countries (Stockmann, 2007).

Donors will still be concerned with project sustainability because they face limit on targets for delivering aid and assistance to recipient countries into the future. The increasing capability of the target participants to be able to fulfill their own needs and maintain the benefit of the project or self-help, will also contribute to the eradication of poverty and hunger in the long-term. Eliminating poverty and hunger in the long term will lead to the achievement of the targets of Millennium Development Goals to halve the proportion of people whose income is less than one dollar per day and people who suffer from hunger in 2015 (Olukotun, 2008).

Participatory development has its origin in the fact that people have need for: Self-reliance and small-scale development and Unity to find a way to improve their destinies. More impetus was added to this participatory development when it was discovered that many large scale government intended development programs, from schooling to health, to credit, to irrigation systems were performing poorly while rapidly degrading common pool resources were creating significant negative environmental and poverty impacts. These complaints therefore re-awakened interest in the local management of resources and decisions (Olukotun, 2008).

It was therefore important that participatory ideas be applied to small scale development in ways that would allow the poor to be informed participants in development with external agents acting mainly as facilitator and sources of funds (Mulwa, 2004). Arguments for participatory development as advocated by Mulwa (2004) and others have led to the inclusion of participation as a crucial means of allowing the poor to have control over decisions. The inclusion of participatory elements in large scale development assistance came quickly at the World Bank, in social investment funds and other forms of assistance.

Most often elected representatives do not always take care of the interest of the poor, local councils lack the capacities to articulate peoples development agenda, ownership and sustainability are ephemeral- case not based on the interest of the people. Therefore, communities must be empowered through active participation for sustainability. This challenge they have accepted. Participation can therefore be said to be a sort of partnership which is built upon the basis of dialogue among the various actors during which the agenda is jointly set and local views and indigenous knowledge are deliberately sought and respected. The general principles of participatory approach include among others the following; Encouraging communities to take responsibilities, Promote participation for all, Reconcile different interests, Listen to the community, Examine the situation/problem from different points of view and then, and Adapt to local situations (Mulwa, 2008).

The new aid paradigm has seen participation as useful not only in enhancing the effectiveness, efficiency and coverage of the project benefits, but also in encouraging self-reliance of the project participants, participation is useful for the achievement of sustainability because sustainability depends on the role played by stakeholders, particularly those directly concerned with project or programs, such as government and the implementing agency, and those who will gain the benefits, the intended beneficiaries (Australian Agency for International Development, 2010). The idea of participation as related to project

sustainability through empowerment comes from the belief that once people are “empowered”, development will become both “attainable” and “sustainable” (Brahman, 2006).

Empowerment can be achieved through an acquisition of knowledge and skills, which is part of capacity building. Empowering people and actively the intended participants in effective training is not only educating but also motivating. The capability of intended participants can be developed to prepare them to continue to use and benefit from those services left behind by development projects (Kamarah, 2001).

Empowerment Theory

This study is anchored on empowerment theory by Perkins and Zimmerman (1995). Empowerment involves enabling individuals and the community, through participation with others, to achieve their goals. Participation, control and awareness are essential parts of empowerment. Sustainable development is only likely if the idea of empowerment and its practical institutionalization in the law, the educational process and the machinery of government become a reality (Titi & Singh, 2001).

Empowerment is a construct that links individual strengths and competencies, natural helping systems, and proactive behaviors to social policy and social change. Empowerment theory links individual well-being with the larger social and political environment. The various definitions of empowerment are generally consistent with empowerment as an intentional ongoing process centered in the local community, involving mutual respect, critical reflection, caring, and group participation (Fetterman, & Wandersman, 2014).

Empowerment is a process through which people lacking an equal share of valued resources gain greater access to and control over those resources. It is a process by which people gain control over their lives, democratic participation in the life of their community and a critical understanding of their environment (McLaughlin, 2016). Theories of empowerment include both processes and outcomes, suggesting that actions, activities, or structures may be empowering, and that the outcome of such processes result in a level of being empowered (Fetterman, & Wandersman, 2014).

Empowering processes for individuals might include participation in community organizations. At the organizational level, empowering processes might include collective decision making and shared leadership. Empowering processes at the community level might include collective action to access government and other community resources. Community-

level empowerment outcomes might include evidence of pluralism, and existence of organizational coalitions, and accessible community resources. Empowerment suggests that participation with others to achieve goals, efforts to gain access to resources, and some critical understandings of the sociopolitical environment are basic components of the construct. At the community level, empowerment refers to collective action to improve the quality of life in a community and to the connections among community organizations.

Stakeholder Engagement Theory

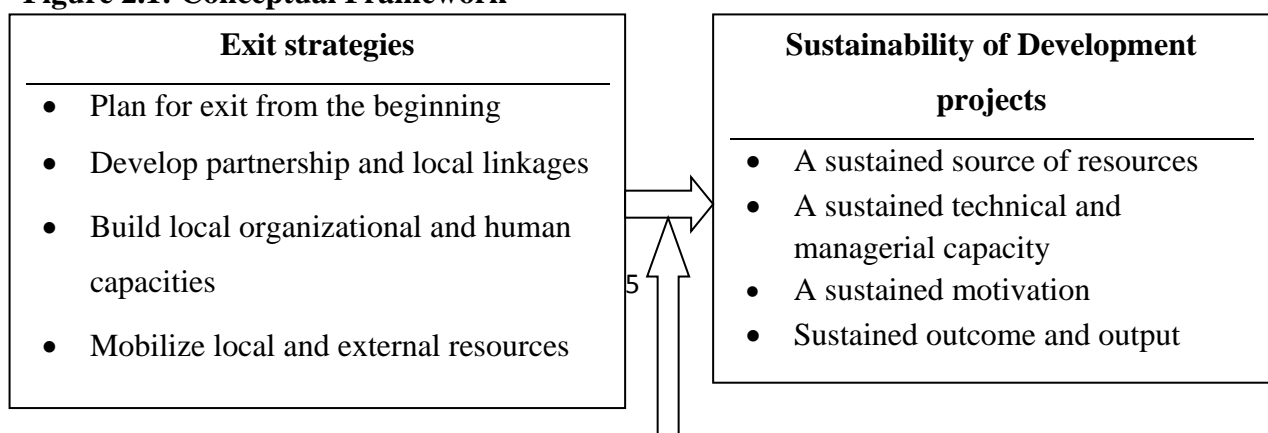
Stakeholder theory has picked up money in the business and society literature as of late in light of its common sense from the point of view of supervisors and researchers (Jamali, 2008). Proposed by Edward Freeman, the stakeholder theory is a hypothesis of authoritative administration and business morals that tends to ethics and qualities in dealing with an association (Miles, 2012).

The stakeholder theory expresses that an organization owes a duty to a more extensive gathering of stakeholders, other than just investors. A stakeholder is characterized as any individual who can influence or be influenced by the activities of a business. It incorporates representatives, clients, providers, leasers and even the more extensive group and contenders (Freeman, & De Colle, 2010).

2.3 Conceptual Framework Review/ relationship between Exit strategies and Sustainability of Development projects

Variables are divided into two categories: the independent and dependent variables. Independent variables are changed in a given model or equation. In this study, independent variable exit strategies with its respective subthemes that include business strategy, project strategy, project plan and project implementation. Dependent variable consists of project sustainability and its indicators that include efficiency and effectiveness of project, sustained output and sustained outcome. For the purpose of this research, the independent and dependent variables and sub-variables are shown in the following figure which depicts a pictorial representation on assess effectiveness of exit strategies on the sustainability of development projects supported by USAID Rwanda.

Figure 2.1: Conceptual Framework



| Intervening Variables |
|--|
| <ul style="list-style-type: none">• Government policies for NGOs• Beneficiary involvement |

Source: Research, (2019)

There are four stages in an exit strategy that correspond to stages in the project cycle, namely: Exit strategy is developed during the project development stage; exit strategy is refined during project implementation stage; exit strategy is assessed during monitoring and evaluation stage; and finally, the exit strategy is implemented during project transition; culminating into phasing over or phase out (Davis and Sankar, 2006).

According to them, during the project development stage, the foundations are being set, the project is defined, expectations are spelled out and the processes required to implement and review the projects are developed. During the very period, an exit strategy also is formulated so that project staff gets to know how the future look like. This in turn, they argue, helps to refine project activities. Likewise, formulating exit strategies at the inception of projects provides a way to test the logic and assumptions made about project interventions.

During project implementation, according to Davis and Sankar, (2006), project ideas are put into realities. As the process goes on changes occur and lessons are learned leading to adjustment of original aims and goals. As the project develops, the exit strategy needs to be refined in the light of these changes and lessons. During project review, David and Sankar (2006) propound that information about how well the project is progressing is generated. The information generated is used for decision making, including whether or not to progress or end the intervention. Such a decision affects the kind of exit strategy to be adopted and how to exit.

Observations during the early stages of the study provided a framework for the study's main lines of inquiry. Briefly, these observations indicated that project activities fall into three main groups: (1) creation or strengthening of service delivery mechanisms, (2) assurance of beneficiary access to services, and (3) improvements in beneficiary demand for and use of services and adoption of behaviors promoted by the project.

In addition, three factors emerged from analysis of the initial rounds of qualitative data collection that were identified as critical to sustainability: (1) a sustained source of resources, (2) sustained technical and managerial capacity, and (3) sustained motivation (of beneficiaries and service providers). The study identified a fourth factor that may be central to sustainability in many circumstances: linkages to governmental organizations and/or other entities. The study assessed the role of each of these factors as it related to the projects' observed sustainability.

2.4 Empirical Literature Review

Success of exit strategies, Gardner, (2005) suggest three measures to gauge the success of an exit strategies: If the program impact has been sustained, expanded or improved after program end; if the relevant activities are continued in the same or modified format, and if the systems developed and organizations and individuals trained or empowered by the program continue to function effectively. In this study, these measures are used as benchmarks for assessing the success of the exit strategies adapted by the USAID.

Jeremiah V. Mkomagi, (2013) assessed the effectiveness of exit strategies in development projects in Tanzania through two selected projects in Bahi District. These are the Agriculture and Food Security and Leadership Development projects intervened by World Vision Tanzania through Chipanga Area Development Programme. The study, therefore, analyzed the design and implementation of exit strategies adopted; evaluated their success and finally, examined challenges experienced in the course of implementation. Both simple random and purposive sampling techniques were used.

Qualitative data were collected using document analysis technique, interview, Focus Group Discussion and observation while quantitative data were collected using questionnaire. Analysis of qualitative data was done by using content analysis technique while quantitative data were analyzed by using SPSS computer software. Study results have shown that the exit strategies were designed three years before projects phase out. The strategies were neither refined nor assessed before implementation. Further, it has been found that establishment of partnership with both private and public sectors, capacity building for community members and SHIMACHI leaders and transferring of projects portfolios to SHIMACHI were too weak to ensure successful exit strategies. The study also found that most exit activities in the final year of the projects were not implemented, food security did not improve and SHIMACHI leaders lacked managerial, financial and mastery of necessary skills to function. To tackle these obstacles, among others, the study recommends designing of exit strategies during projects inception, mobilization of enough funds, and review of SHIMACHI constitution.

Program/project impact, studies about program impact address the concept in a variety of ways and as a result, it has come to represent a number of ideas. The common denominator however, has been focusing on the longer-term changes brought about by a certain development intervention. Impact goes beyond the achievement of outputs and immediate objectives and tries to capture the social, economic, environmental, and other developmental changes that have taken place as a consequence of the project or program. Impact can be related either to the specific objectives of an intervention or to unanticipated changes caused by an intervention. Such unanticipated changes, positive or negative, may also occur in the lives of the people not belonging to the beneficiary group (UNDP, 2001).

Measuring project impact, studies about impact place it as the last and ultimate in the chain of monitoring and evaluation process. It is also argued by some writers that in order to effectively measure impact, it is necessary to complete the previous stages of the process first (Madsen, 1999). This assertion is based on a normative view that organizations working on social problems, especially if they seek public support, should be able to demonstrate impact in solving societal problems. Likewise, the incompleteness in implementation stage or in the monitoring process negatively impact on the process of impact assessment (Ebrahim, and Rangan, 2009).

According to Perez-Escamilla and Segall-Correa (2008) there are five commonly used methods to measure food security, namely: (i) the Food and Agriculture Organization (FAO) method for estimating calories available per capital at the national level; (ii) household income and expenditure surveys; (iii) individual's dietary intake; (iv) anthropometry; and (v) experience-based food insecurity measurement scales. The same authors note that experience-based food insecurity measurement scale is the only method that represents a direct measure of food insecurity. The other four methods are indirect measures of food insecurity. According to them, all methods complement each other, and the method of choice depends on the question being answered and the economic and logistical resources available to collect valid data.

Rogers and Macias (2004) allude that where the plan for sustainability is to create a local CBO, the success of that approach depend on three criteria: Management capacity, mastery of the necessary technical skills and the ability to obtain the financial and other resources needed to maintain its activities by the taking over organization. In their observation, these criteria must be met for the CBO to be fully functional and capable of sustaining development activities. The same authors further note that sustainability of the CBO or

groups may be enhanced by establishing what they called ‘vertical and horizontal linkages’ to other groups, local or international. The horizontal linkage includes networks of similar groups in neighboring communities while vertical linkages involve linking the local CBO with government or other organizations so as to receive assistance from them. While horizontal linkages may be a source of mutual assistance and support among the groups and economies of scale in some activities, vertical linkage is critical for support, supervision, provision of resources, and training.

2.5 Critical Review and Research Gap

In respect of this study, it was found that there is no study among the studies mentioned above which used the conceptual model on effectiveness of exit strategies on project sustainability in Rwanda as shown in this study. Hence, the study intends to fill the gap by analyzing the effectiveness of exit strategies on project sustainability in Rwanda

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Methodology refers to a set of methods and principles that are used when studying a particular subject or doing a particular kind of work, it explains in details the sampling methods, methods and techniques used to collect data related to the research topic, to determine the sample size, instruments to be used and their validation, methods used to process, analyze and interpret the collected data and implies how the research objectives was reached and how the problems encountered was tackled.

3.2. Research Design

Saunders, (2007) defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. A survey is a method of collecting data in which people are asked to answer a number of questions.

In respect of this study, the qualitative and quantitative approaches were applied. It is qualitative approach because the study shows the quality of data collected for better understanding of the current phenomenon under investigation from USAID Project. In terms of quantitative, the study presents the statistical analysis on the effectiveness of exit strategies on sustainability of development projects supported by USAID in Rwanda. This is done with on the help of SPSS version 20.0.

3.3. Population and Sampling Techniques

3.3.1. Study Population

Grinnell and Richard (1990) defined population as the study object, which may be individuals, groups, organizations, human and events, or conditions to which they are exposed. Population is the whole set of individuals of interest to a research. Therefore, the targeted population concerned with 76 employees including managers of projects, trainers of projects and beneficiaries of projects supported by USAID in Rwanda especially in Rwamagana District in the project of Hinga Ubeho and Huguka Dukore Akazi Kanoze among other projects.

3.3.2. Sample Size and Sampling procedures

According to Ghauri, (2005), a sample is a part of a population which is deliberately selected for the purpose of investigation. The sample was selected due to meager resources, time schedule and it is presumed it could yield the sufficient data needed for the study. In respect of this study, we used universal sampling technique for selecting whole 76 respondents.

Table 3.1 Categories of respondents

| | Hinga Ubeho Project | Huguka Dukore Akazi Kanoze project | Sampling procedure |
|--|----------------------------|---|---------------------------|
| Managers of the project | 3 | 3 | Census Survey |
| Trainers of the project | 4 | 6 | |
| Beneficiaries involved in the projects | 30 | 30 | |
| Total | 37 | 39 | |

Source: *primary data, 2019*

3.4. The Research Instruments

Data collection is a term used to describe a process of preparing and collecting data from the field. The purpose of data collection is to obtain information from others. Primarily, data are collected to provide information regarding a specific topic. During this study, primary data were collected through questionnaires and unstructured interview.

3.4.1. Questionnaire

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Grinnell (1990) argued that open-ended questions are designed to encourage free respondents without the limitation of pre-set categories while closed-ended questions was used to limit the respondents to specific answers or choosing among a list of responses. In this research, the Likert-type questionnaire was designed for the study question that addressed the research questions to the respondents.

3.4.2. Unstructured Interview

An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. The unguided interview was used by the researcher to some beneficiaries who were not able to fill the questionnaire, however the researcher used it in a way to correct additional data.

3.4.3 Documents Review

Documentary technique was used by the researcher as materials which contain the information about a phenomenon that researcher wishes to study. In this study, the documents targets were available reports about exit strategies on some projects of USAID in Rwanda.

3.5 Validity and reliability of research instruments

Validity

Validity is a judgment based on various types of evidence. The relevant evidence includes the measure's reliability, whether it covers the construct of interest, and whether the scores it produces are correlated with other variables they are expected to be correlated with and not correlated with variables that are conceptually distinct (Kothari, 2009). Validity is the extent to which the scores actually represent the variable they are intended to. In this study, the questionnaire was given to my supervisor in the research to evaluate if the questions prepared can give the relevant information.

Reliability

Reliability is consistency across time (test-retest reliability), across items (internal consistency), and across researchers (inter-rater reliability). In the study, there are two general approaches to establish the reliability of the questionnaire: first is to ask the questions again in a different parts the questionnaire in the same or slightly altered form, but in such a way as to yield the same information. This is a consistency check, but does not take into account variations in day-to-day variations.

A second better approach, called pre-test, is to re-administer a questionnaire to the same group or individuals several days later and to compare the results that obtained. However 8 questionnaires were given to different groups of respondents twice for pretest to check if they gave the same view in terms of responses. Here, the researcher did a pre-test of Cronbach's Alpha of 0.75

Table 3.2: Legend Cronbach's test of Reliability

| Cronbach's alpha | Internal consistency |
|-------------------------|-----------------------------|
| $\alpha \geq 0.9$ | Excellent |
| $0.8 \leq \alpha < 0.9$ | Good |
| $0.7 \leq \alpha < 0.8$ | Acceptable (Surveys) |
| $0.6 \leq \alpha < 0.7$ | Questionable |
| $0.5 \leq \alpha < 0.6$ | Poor |
| $\alpha < 0.5$ | Unacceptable |

Table 3.3: Pre-tested result of Reliability

| Cronbach's Alpha | N of Items |
|-------------------------|-------------------|
| .82 | 8 |

Source: *Pre-test of reliability (2019)*

The pre-test result done showed the reliability statistics of 0.82 (i.e: 82%) which is categorized as acceptable; this helped the researcher to continue with research at USAID Projects.

3.6. Data Processing and Analysis Methods

This part explains how the data obtained from respondents selected were edited, coded and made the statistical tables by using various methods of data analysis into meaningful way.

Statistical Treatment of Data

After processing data is concerned with put responses into meaningful categories where it consists of editing, coding, recording, classifying and tabulation. Descriptive Statistical/quantitative methods were used to describe the frequency, percentages, and cumulative percentage.

3.7 Ethical Consideration

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher: the respondents were coded instead of reflecting the names. The researcher sought the permission through a written request to the concern officials of the study areas. He requested the respondents to sign in the informed consent form, acknowledge the authors quoted in this study, and the author of the standardized instrument through citations and referencing.

The research presents the findings in a generalized manner. He was ensuring that all information given by respondents was kept in strict confidence and used only for the research project and was not be communicated to any person or organization without the permission of USAID Rwanda.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The results of this study were presented and interpreted basing on the effectiveness of exit strategies in sustaining donor funded development projects in Rwanda. It was also analyzed quantitatively using computer software of statistical packages for social sciences (SPSS) for establishing on how the implementation of the exit strategies adapted by USAID in Rwanda; the sustainability agricultural projects in Rwanda financed by USAID, and the relationship between exit strategies and sustainability of development projects in Rwanda.

4.2 Profiles of the Respondents

The profile of respondents was deemed necessary because the ability of the respondents to give satisfactory information on the study variables greatly depends on their background. The study evaluated the profile of respondents in terms of age, educational qualification, and marital status. In each case, respondents were asked through a closed ended questions, to provide their respective profile information and enable him to classify and compare them accordingly as table 4.1 illustrates below.

Table 4.1: Respondents' background characteristics

| | | Frequency | Percent |
|---------------------------------|---------------------|-----------|------------|
| Respondents' age group | Under 20Years | 5 | 6 |
| | Between 21-30 Years | 18 | 24 |
| | Between 31-40 Years | 36 | 47 |
| | Between 41-50 Years | 8 | 11 |
| | 51 Years and Above | 9 | 12 |
| | Total | 76 | 100 |
| Respondents' level of education | Primary level | 42 | 55 |
| | Secondary level | 18 | 24 |
| | University level | 16 | 21 |
| | Total | 76 | 100 |
| Respondents' marital status | Single | 16 | 21 |
| | Married | 45 | 59 |
| | Divorced | 3 | 4 |
| | Widow | 12 | 16 |
| | Total | 76 | 100 |

Source: Primary data, (2019)

The table above shows that 6% of total numbers of respondents have less than 20 years old, 24% of total numbers of respondents have between 21-30 years old, 47% of total number of respondents have between 31-40 years old, 11% of total number of respondents have between 41-50 years old and 12% of total number of respondents have 51 years old and above. The majority of respondents are between 21-30 years old with 47% of total number of respondents. The same table shows again that 55% of total number of respondents has primary level of education, 24% of total number of respondents has secondary level of education, and 21% of total number of respondents has University level of education. The majority of respondents have primary level of education with 55% of total number of respondents. The same table indicates also that 21% of total number of respondents are single, 59% of total number of respondents are married, 4% of total number of respondents have divorced, and 16% of total number of respondents. The majority of respondents are married with 59% of total number of respondents.

Table 4.2: In which project(s) were you involved among USAID projects

| | Frequency | Percent |
|--------------|-----------|------------|
| Agriculture | 52 | 68 |
| Livestock | 6 | 8 |
| Trading | 18 | 24 |
| Total | 76 | 100 |

Source: Primary Data, (2019)

The table 4.2 indicates that 68% of respondents agreed that they were involved in agriculture project, 8% of respondents agreed that they are involved in livestock project and 24% of total number of respondents agreed that there are involved in trading project. Majority of respondents on 68% were in agriculture projects in USAID.

Table 4.3: The kind of support did receive from your sponsor

| | Frequency | Percent |
|---------------------|-----------|------------|
| Materials | 23 | 30 |
| Financial | 35 | 46 |
| Entrepreneur skills | 10 | 13 |
| Capacity building | 5 | 7 |
| Training | 3 | 4 |
| Total | 76 | 100 |

Source: Primary Data, (2019)

The table 4.3 indicates that 30% of total number of respondents have received the support of materials, 46% of total number of respondents have received financial support, 13% of total

number of respondents have received entrepreneur skills support, 7% of total number of respondents have received capacity building support and 4% have received training support.

4.3 Findings on the implementation of the exit strategies adapted by USAID in Rwanda

During this study, the findings show that the exit strategies adopted by USAID in Rwanda are to plan for exit from the beginning, develop partnership and local linkages, build local organizational and human capacities, mobilize local and external resources, creation or strengthening of service delivery mechanisms, assurance of beneficiary access to services improvements in beneficiary demand for and use of services and adoption of behaviors promoted by the project as table 4.4 illustrates as follows.

Table 4.4: Findings on the implementation of the exit strategies adapted by USAID in Rwanda

| exit strategies adapted by USAID in Rwanda | SA | | A | | N | | D | | SD | |
|--|----|------|----|------|----|------|----|------|----|------|
| | fi | % | fi | % | fi | % | fi | % | fi | % |
| Plan for exit from the beginning | 45 | 59.2 | 12 | 15.8 | 6 | 7.9 | 8 | 10.5 | 5 | 6.6 |
| Develop partnership and local linkages | 42 | 55.3 | 25 | 32.9 | 6 | 7.9 | 0 | 00.0 | 3 | 3.9 |
| Build local organizational and human capacities | 30 | 39.5 | 36 | 47.4 | 6 | 7.9 | 4 | 5.3 | 0 | 00.0 |
| Mobilize local and external resources | 30 | 39.5 | 32 | 42.1 | 9 | 11.8 | 0 | 00.0 | 5 | 6.6 |
| Creation or strengthening of service delivery mechanisms | 32 | 42.1 | 30 | 39.5 | 10 | 13.2 | 4 | 5.3 | 0 | 00.0 |
| Assurance of beneficiary access to services | 40 | 52.6 | 25 | 32.9 | 8 | 10.5 | 3 | 3.9 | 0 | 00.0 |
| Improving beneficiary demand for and use of services and adoption of behaviors promoted by the project | 29 | 38.2 | 35 | 46.1 | 3 | 3.9 | 9 | 11.8 | 0 | 00.0 |

Source: Primary data (2019)

Table 4.4 illustrates the perceptions of respondents on the implementation of the exit strategies adapted by USAID in Rwanda. The 75.0% of respondents confirmed that USAID plans for exit from the beginning, they develop partnership and local linkages as confirmed by 88.2% of respondents, build local organizational and human capacities as 86.8% respondents confirmed it, mobilizing the local and external resources as more than 81.6% respondents confirmed it, creating or strengthening of service delivery mechanisms as confirmed by 81.6% respondents, establishing the assurance of beneficiary access to services as more than 85.5% respondents confirmed it, and Improving beneficiary demand for and use of services and adoption of behaviors promoted by the project as confirmed by 84.2% respondents in USAID.

4.4 Findings on the sustainability of agricultural projects in Rwanda financed by USAID

The sustainability of agricultural projects depends on the sustainable source of resources, sustainable technical and managerial capacity, sustainable motivation (of beneficiaries and service providers), and sustainable outcome and output as indicated by the findings indicated on table 4.5 below.

Table 4.5: Findings on the sustainability of agricultural projects in Rwanda financed by USAID

| Sustainability of agricultural projects in USAID Rwanda | SA | | A | | N | | D | | SD | |
|---|----|------|----|------|----|------|----|------|----|------|
| | fi | % | fi | % | fi | % | fi | % | fi | % |
| A sustainable source of resources | 50 | 65.8 | 23 | 30.3 | 3 | 3.9 | 0 | 00.0 | 0 | 00.0 |
| A sustainable technical and managerial capacity | 28 | 36.8 | 34 | 44.7 | 14 | 18.4 | 0 | 00.0 | 0 | 00.0 |
| A sustainable motivation (of beneficiaries and service providers) | 38 | 50.0 | 29 | 38.2 | 9 | 11.8 | 0 | 00.0 | 0 | 00.0 |
| Sustainable outcome and output | 31 | 40.8 | 35 | 46.1 | 3 | 3.9 | 7 | 9.2 | 0 | 00.0 |

Source: Primary Data (2019)

Table 4.5 illustrates the perceptions of respondents on the sustainability of agricultural projects in Rwanda financed by USAID. They said that sustainability of agricultural projects indicated by a sustainable source of resources confirmed by 96.1% of respondents, a sustainable technical and managerial capacity confirmed by 81.6% respondents, a sustainable motivation (of beneficiaries and service providers) confirmed by 88.2% respondents, and sustainable outcome and output confirmed by 86.8% respondents in USAID Rwanda.

Table 4.6 Project impact among supported household members since USAID exited

| | N | Minimum | Maximum | Mean |
|--|-----------|---------|---------|--------|
| Household income has increased | 76 | 1.00 | 3.00 | 1.5000 |
| Improved livestock husbandry has been widely practiced | 76 | 1.00 | 3.00 | 1.5789 |
| We got empowered on entrepreneur skills | 76 | 1.00 | 3.00 | 1.7368 |
| Household food security has improved | 76 | 1.00 | 3.00 | 1.5526 |
| Improved life standards | 76 | 1.00 | 3.00 | 1.5395 |
| Valid N | 76 | | | |

Source: Primary data, (2019)

The table above shows that the Project impact among supported household members since USAID exited are: Household income has increased with mean of 1.5000 which is high, Improved livestock husbandry has been widely practiced with mean of 1.5789 which is high,

empowered on entrepreneur skills with mean of 1.7368 which is high, Household food security has improved with mean of 1.5526 which is high and Improved life standards with mean of 1.5395 which is high. The average mean is 1.5815 which is high.

Table 4.7 Opinion of respondents regarding the performance of the USAID

| | N | Minimum | Maximum | Mean |
|---|-----------|----------------|----------------|-------------|
| Ability to plan activities | 76 | 1.00 | 3.00 | 1.7368 |
| Ability to implement activities | 76 | 1.00 | 3.00 | 1.6711 |
| Ability to monitor activities | 76 | 1.00 | 3.00 | 1.5921 |
| Ability to hold meetings regularly | 76 | 1.00 | 3.00 | 1.8684 |
| Ability to avail support | 76 | 1.00 | 3.00 | 1.8158 |
| Ability to provide training | 76 | 1.00 | 3.00 | 1.5526 |
| Ability to make innovations and to respond to challenges | 76 | 1.00 | 3.00 | 1.6711 |
| Ability to create positive image of the organization by delivering quality services | 76 | 1.00 | 3.00 | 1.5000 |
| Valid N | 76 | | | |

Source: Primary Data, (2019)

The table 4.7 above indicates the opinions from respondents regarding the performance of the USAID are: Ability to plan activities with mean of 1.7368 which is high, Ability to implement activities with mean of 1.6711 which is high, Ability to monitor activities with mean of 1.5921 which is high, Ability to hold meetings regularly with mean of 1.8684 which moderate, Ability to avail support with mean of 1.8158 which is moderate, Ability to provide training with mean of 1.5526 which is high, Ability to make innovations and to respond to challenges with mean of 1.6711 which is high, Ability to create positive image of the organization by delivering quality services with mean of 1.5000 which is high. The average mean is 1.6759 which is high.

Table 4.8 Perception of respondents after exit of USAID

| | N | Minimum | Maximum | Mean |
|--------------------------------------|-----------|----------------|----------------|-------------|
| The project kept running effectively | 76 | 1.00 | 3.00 | 1.5658 |
| The project faced challenges | 76 | 1.00 | 3.00 | 1.8158 |
| The project got over | 76 | 1.00 | 3.00 | 2.6711 |
| Valid N | 76 | | | |

Source: Primary Data, (2019)

The table above indicates that after exit of USAID the respondents who agreed that the project kept running effectively has mean of 1.5658 which high, the one who agreed that the project faced challenges has mean of 1.8158 which is moderate and the one who said that the project got over has mean of 2.6711 which is low. The average mean is 2.0175 which is moderate.

4.5 Findings on relationship between exit strategies and sustainability of development projects in USAID Rwanda

This section concentrates on analysis of how exit strategies contributes to exit strategies. All responses related to the questions on exit strategies were summarized to generate a representative independent variable while all responses related to sustainability of development projects in USAID Rwanda were totalled to give the dependent variable. In correlating using Spearman analysis the research shows the table 4.9 as follows:

Table 4.9: Correlation Coefficient Test

| | | | Exit strategies | Sustainability of development projects |
|----------------|---|-------------------------|------------------------|---|
| Spearman's rho | Exit strategies | Correlation Coefficient | 1.000 | .812** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 76 | 76 |
| | Sustainability of development projects | Correlation Coefficient | .812** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 76 | 76 |

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation of Spearman' Correlation Legend

1. $\rho = 1$ Perfect Correlation
2. $0.9 \leq \rho < 1$ Strong Correlation (Very High)
3. $0.7 \leq \rho < 0.9$ High Correlation
4. $0.5 \leq \rho < 0.7$ Moderate Correlation
5. $\rho < 0.5$ Weak (Low) Correlation
6. $\rho = 0$ Absence of Correlation

From the table 4.9, P-value equals to 0.000 which is less than Alpha (0.05). This is an indicator of the relationship between exit strategies and sustainability of development projects in USAID. The level of relationship is .812 (81.2%) located in interval statistic between $0.7 \leq \rho < 0.9$ categorized as High Correlation. Significant level is 0.05 (5%), the P-Value of 0.000 (0%) which is less than 5% (Alpha).

In other words, the more exit strategies is effectively planned, the more sustainability of development of projects increased in USAID. This is correlated at a high level and this is normal for social sciences whereby strong or perfect correlation is found in exact sciences. This helps to confirm that there is a significant relationship between exit strategies planned and sustainability of development projects in USAID Rwanda.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the final summary of the research findings, the conclusion, the recommendations and suggestions for future research. Both the summary of findings, conclusion and recommendations are based on the objectives of the study.

5.1 Summary of findings

There are still scarcity of data on the effectiveness of exit strategies on sustainability of development projects in Rwanda, so this attract a researcher to conduct a study by investigating on which exit strategies adapted by USAID in Rwanda, and how is the sustainability agricultural projects in Rwanda financed by USAID after closeout. So, for answering all these questions, the study investigate the relationship between exit strategies and sustainability of development projects in Rwanda. The main objective of this study was to assess the effectiveness of exit strategies in sustaining donor funded development projects in Rwanda.

Specific objectives were to analyze the implementation of the exit strategies adapted by USAID in Rwanda, to identify the sustainable agricultural projects in Rwanda financed by USAID, to establish a relationship between exit strategies and sustainability of development projects in Rwanda. This study verified two categories of hypotheses which are H_0 : There is a significant relationship between sustainability of projects sponsored by USAID and exit project strategies in Rwanda. H_1 : There's no significant relationship between sustainability of projects sponsored by USAID and exit project strategies in Rwanda.

The targeted population concerned with 76 employees including managers of projects, trainers of projects and beneficiaries of projects supported by USAID in Rwanda especially in Rwamagana District in the project of Hinga Ubeho and Huguca Dukore Akazi Kanoze among other projects. In respect of this study, we used universal sampling technique for selecting whole 76 respondents

5.1.1 Findings on the implementation of the exit strategies adapted by USAID in Rwanda

The findings indicated on the Table 4.4 which illustrates that the 75.0% of respondents confirmed that USAID plans for exit from the beginning, they develop partnership and local linkages as confirmed by 88.2% of respondents, build local organizational and human

capacities as 86.8% respondents confirmed it, mobilizing the local and external resources as more than 81.6% respondents confirmed it, creating or strengthening of service delivery mechanisms as confirmed by 81.6% respondents, establishing the assurance of beneficiary access to services as more than 85.5% respondents confirmed it, and Improving beneficiary demand for and use of services and adoption of behaviors promoted by the project as confirmed by 84.2% respondents in USAID.

5.1.2 Findings on the sustainability of agricultural projects in Rwanda financed by USAID

Table 4.5 illustrates the perceptions of respondents on the sustainability of agricultural projects in Rwanda financed by USAID. They said that sustainability of agricultural projects indicated by a sustainable source of resources confirmed by 96.1% of respondents, a sustainable technical and managerial capacity confirmed by 81.6% respondents, a sustainable motivation (of beneficiaries and service providers) confirmed by 88.2% respondents, and sustainable outcome and output confirmed by 86.8% respondents in USAID Rwanda.

5.1.3 Findings on relationship between exit strategies and sustainability of development projects in USAID Rwanda

From the table 4.9, P-value equals to 0.000 which is less than Alpha (0.05). This is an indicator of the relationship between exit strategies and sustainability of development projects in USAID. The level of relationship is .812 (81.2%) located in interval statistic between $0.7 \leq \rho < 0.9$ categorized as High Correlation. Significant level is 0.05 (5%), the P-Value of 0.000 (0%) which is less than 5% (Alpha). In other words, the more exit strategies is effectively planned, the more sustainability of development of projects increased in USAID. This is correlated at a high level and this is normal for social sciences whereby strong or perfect correlation is found in exact sciences. This helps to confirm that there is a significant relationship between exit strategies planned and sustainability of development projects in USAID Rwanda.

5.2 Conclusion

This study clearly shows that not only were the exit strategies adopted for the implementation of the Hinga ubeho project and Huguka dukore akazi kanoze project designed towards the end of the project and inadequately implemented but also were not effective as they failed to sustain both activities and benefits attained by the two projects before they were phased out. Nonetheless, some elements of the exit strategies had been in place prior to actual formulation of exit strategies. Moreover, various challenges both internal and external to the

projects adversely affected effective implementation of the exit strategies encountered in the course of designing and implementing exit strategies, it was found that late formulation of the strategies, incidences of recurrent drought, inadequate opportunities for USAID leaders to assume responsibility, limited community support towards USAID, limited follow ups and reduced funding were the main factors that impacted negatively the effectiveness of the design and implementation of exit strategies.

The study recommends formulation of exit strategies from the inception of interventions, mobilization of enough funds to allow effective implementation of planned activities including adoption of market approach, staggering project phase over so as to allow leader in new organization to assume responsibility and establishing drought resilient infrastructure to support irrigation agriculture in drought prone areas.

5.3 Recommendations

The study recommends formulation of exit strategies from the inception of interventions, mobilization of enough funds to allow effective implementation of planned activities including adoption of market approach, staggering project phase over so as to allow leader in new organization to assume responsibility and sustainability after exit strategies of sponsors. Lastly, Researcher cannot claim that this research is exhaustive. Several issues, associated with the limitations inherent in this study, require further research considerations. The similar study could be done in other organizations within the country in order to augment the findings.

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APPENDICES

QUESTIONNAIRE

Dear Respondents,

I'm **NDUNGUTSE Yussuf**, a student at University of Rwanda (**UR**) in the faculty of Project Management. I 'm conducting research entitled“, *Effectiveness of exit strategies on*

sustainability of development projects in Rwanda. It is in this regard that I kindly request your contribution by responding to this questionnaire. You are assured that the data from this questionnaire will be treated confidentially and will be used for the purposes of this research.

Nitwa **NDUNGUTSE YUSSUF** umunyeshuri muri Kaminuza y'U Rwanda, nkaba ndimo gukora ubushakashatsi bunyanye N'ubwiza bwo gusoza inkunga y'umushinga mu gukomeza k'umushinga mu buryo burambye. Uri umwe mu bagenerwabikorwa b'imishinga ya USAID twahisemo ngo muduhe amakuru. Ntampungenge kuko amakuru mutanga ari ibanga kandi akazakoreshwa muri gahunda z'ishuri gusa.

PART A (RESPONDENTS PROFILE)/IRANGAMIMERE

1. Age group/Imyaka:

- a) Under 20 years/*Munsiy'Imyaka 20*
- b) 21 – 30 years /*Imyaka 21-30*
- c) 31 – 40 years/*Imyaka 31-40*
- d) 41 - 50 years *Imyaka 41-50*
- e) Above 50 years/*Hejuruya 50*

2. Marital status/ Irangamimere:

- a) Single/*Ingaragu*
- b) Married/*Ndubatse*
- c) Divorced/*Nabonyeubutane*
- d) Widow /*Umupfakazi*

3. Education level:

- a) Primary level/*Amashuriabanza*
- b) Secondary level/*Ayisumbuye*
- c) University level/*Amashurimakuru*

PART B: PROJECT ACTIVITIES/UMUSHINGA

1. In which project(s) was you involved in under USAID/Ni ubuhe bwoko bw'umushinga?

i) Agriculture/Ubuhinzi

ii) Livestok/Ubworozi

iii) Trading/Ubucuruzi

2. Which kind of support did receive from your sponsor/Ni iyihe nkunga wabonye ?

a) Materials/Ibikoresho

b) Financial/Amafaranga

c) Entrepreneur skills/Ubumenyi bujyanye no Kwikorera

d) Capacity building/Kugirwa inama

e) Training/Amahugurwa

3. How is the implementation of the exit strategies adapted by USAID Rwanda?

Please, circle only the number which corresponds to your most appropriate answer in front of every statement accordingly.

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----------------------|--------------|----------------|-----------------|--------------------------|
| SA | A | N | D | SD |

| The implementation of the exit strategies adapted by USAID | | SA | A | N | D | SD |
|---|--|-----------|----------|----------|----------|-----------|
| i. | Plan for exit from the beginning | | | | | |
| ii. | Develop partnership and local linkages | | | | | |
| iii. | Build local organizational and human capacities | | | | | |
| iv. | Mobilize local and external resources | | | | | |
| v. | Creation or strengthening of service delivery mechanisms | | | | | |
| vi. | Assurance of beneficiary access to services | | | | | |
| vii. | improvements in beneficiary demand for and use of services and adoption of behaviors promoted by the project | | | | | |

4. How is the sustainability of agricultural projects in Rwanda financed by USAID?

| The sustainability of agricultural projects in Rwanda financed by USAID | | SA | A | N | D | SD |
|--|---|-----------|----------|----------|----------|-----------|
| i. | A sustained source of resources | | | | | |
| ii. | sustained technical and managerial capacity | | | | | |
| iii. | sustained motivation (of beneficiaries and service providers) | | | | | |
| iv. | Sustained outcome and output | | | | | |

5. Project impact among supported household members since USAID exited. Please, select one of the five choices /Nyuma y;uko USAID ihagarika inkunga,umushinga wakumariye iki?Subiza ukoresheje iyi mbonerahamwe wemeza yego ,yego cyane oya.

| | Yego cyane | Yego | Oya |
|---|------------|------|-----|
| Household income has increased/Nabashije kwinjiza byinshi | | | |
| Improved livestock husbandry has been widely practiced/Ubworozzi bwateye imbere | | | |
| We got empowered on entrepreneur skills/Twamenye kwikorera | | | |
| Household food security has improved/Ibiribwa byarabonetse | | | |
| Improved life standards/Imibereho yateye imbere muri rusange | | | |

PART C: EFFECTIVE FUNCTIONING OF ORGANISATIONS /IMIKORERE YA USAID

5. What is your opinion regarding the performance of the USAID? Use the codes:

3) Unsatisfactory(Nabi) 2) Satisfactory(Neza) 1) Very satisfactory(neza Cyane)

| | Very satisfactory | Satisfactory | Unsatisfactory |
|---|-------------------|--------------|----------------|
| Ability to plan activities/Gutegura neza umushinga | | | |
| Ability to implement activities/Gushyira umushinga neza mu bikorwa | | | |
| Ability to monitor activities/Gukurikirana ibikorwa | | | |
| Ability to hold meetings regularly/Gukoresha inama abagenerwa bikorwa | | | |
| Ability to avail support/Gutanga imfashanyo | | | |
| Ability to provide training/Ubushobozi mu gutanga amahugurwa | | | |
| Ability to make innovations and to respond to challenges/Ubushobozi mu gukemura ibibazo | | | |
| Ability to create positive image of the organisation by delivering quality services./Gutanga servisi ku bigenerwabikorwa neza | | | |

6. After exit of USAID/Nyuma yo guhagarika inkunga

| | Yego cyane | Yego | Oya |
|--|-----------------------|-------------|------------|
| The project kept running effectively/Umushinga warakomeje neza | | | |
| The project faced challenges/Umushinga wagenze nabi | | | |
| The project got over/Umushinga warahagaze | | | |

7. Relationship between variables

| Indicators on effectiveness of exit strategies & Sustainability of development projects | Yego cyane | Yego | Oya |
|--|-----------------------|-------------|------------|
| Plan for exit from the beginning | | | |
| Develop partnership and local linkages | | | |
| Build local organizational and human capacities | | | |
| Mobilize local and external resources | | | |
| Efficiency | | | |
| Effectiveness | | | |
| Sustained outcome | | | |
| Sustained output | | | |

THANK YOU SO MUCH

RESEARCH BUDGET

The budget estimated for this research will involve costs enumerated below:

| Items | Description | Amount (US dollars) |
|--------------|--------------------------|----------------------------|
| 1 | Desk study | 200 |
| 2 | Stationery | 300 |
| 3 | Transport for research | 100 |
| 4 | Telephone, Internet Cost | 10 |
| 5 | Journals; Publication | 200 |
| 6 | Other Costs (Labour) | 300 |
| | Total Cost | 1110 Us dollars |