



**A Study on the Implementation of the International
Development Projects for Sustainable Outcomes**

*The case study of the Bugesera Natural Region Rural
Infrastructure Support Project (PAIRB)*

By

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**A dissertation submitted in partial fulfillment of the requirements for
the degree of**

MASTER OF BUSINESS ADMINISTRATION

In the College of Business and Economics

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June 2017

DECLARATION

I, NYIRANSABIMANA Alphonsine, declare that this thesis “Study on the Implementation of International Development Projects for Sustainable Outcomes : *The case study of the Bugesera Natural Region Rural Infrastructure Support Project (PAIRB)*”, is my own work and has not been presented for any other university.

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Signature

Date :/...../.....

CERTIFICATION

I certify that the present work, “**Study on the Implementation of International Development Projects for Sustainable Outcomes : *The case study of the Bugesera Natural Region Rural Infrastructure Support Project (PAIRB)***”, was done by NYIRANSABIMANA Alphonsine under my guidance and supervision.

Prof. BIDERI ISHUHERI NYAMULINDA

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Date :/...../.....

DEDICATION

I dedicate this Research Work

To Almighty God

To my beloved Mother

To my beloved Spouse and Children

ACKNOWLEDGEMENTS

Foremost, I would like to express my deep gratitude to my supervisor Prof. BIDERI ISHUHERI NYAMULINDA, for his continuous effort, advice and valuable guidance through the entire process of this research which improved the quality of this thesis.

I also send my great appreciation to the PAIRB Regional Coordinator for his active collaboration during the data collection phase of this work, to the Project staff and beneficiaries. Without their inputs, it would not have been possible to conduct this study.

My sincere thanks go to all individuals who helped and contributed to the completion of this work.

My heartfelt gratitude goes to my beloved family for the patience, support and encouragement throughout my MBA studies journey.

ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
ADF	African Development Fund
CARE	(US) Community Action for a Renewed Environment
CDF	Community Development Foundation
EPA	(US) Environmental Protection Agency
FAO	United Nations Food and Agriculture Organization
GDP	Gross Domestic Product
GIS	Geographic Information Systems
IFAD	International Fund for Agricultural Development
IGPs	Income Generating Programmes
JPCU	Joint Project Coordination Unit
MFI s	Micro-Finance Institutions
MINAGRI	Ministry of Agriculture and Animal Resources
NAEB	National Agricultural Export Development Board
NGOs	Non-Governmental Organizations
NISR	National Institute of Statistics of Rwanda
PAIRB	Projet d'Appui aux Infrastructures Rurales de la région naturelle de Bugesera
PIU	Programme Implementation Unit
RAB	Rwanda Agriculture Board
RCA	Rwanda Cooperatives Agency
Triple-P	People, Planet, Profit concept
UA	Units of Accounts
UNESCO	United Nations Educational, Scientific and Cultural Organization
VSCS	Village Savings and Credit Scheme
WIGGs	Women Income Generating Groups

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ABSTRACT

This research entitled “**Study on the Implementation of International Development Projects for Sustainable Outcomes: *The case study of Bugesera Natural Region Rural Infrastructure Support Project (PAIRB)***” was conducted to assess the level of sustainability of PAIRB activities when the funding period is over. The specific objectives were to find out the extent to which beneficiaries were involved at the initial stage of the project; to find out the level of participation of beneficiaries in project implementation; to identify the project means of funding after its closure and to evaluate the changes in living conditions of the PAIRB beneficiaries.

During this study, both qualitative and quantitative approaches were used by the researcher. The main method of data collection was a questionnaire which was administered to both PAIRB beneficiaries and to the project’ implementers. In total one hundred questionnaires were distributed including ninety to PAIRB beneficiaries and ten to the project staff. In addition, unstructured interviews and discussions with especially the project team, were also used to complete and supplement the data collection.

Findings from the study revealed that beneficiaries were highly involved at the initial stage of the project in the preparation activities. The high level of involvement is seen also during the transition period. The two phases prepared well the project beneficiaries by empowering and equipping them with capabilities to sustain and maintain the project activities themselves, after the closing period.

Findings from the study also showed that the project doesn’t have any means of funding after the closing except the MINAGRI which took over the project activities for one more year. Therefore, the PAIRB has changed considerably the living standards of the Bugesera population. Thus, a number of recommendations were formulated so that the project outcomes could be sustainable.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background Information

International development projects are defined as projects funded by international donor organizations that focus on development issues (Martens et al., 2013). They involve international participation and this makes them unique, thus requiring a different planning and implementation than domestic projects (Kwak, 2001).

International development projects receive their funding through multilateral international development agencies, non-governmental organizations (NGOs), or government agencies in developing countries. They may target poverty reduction, infrastructure, utilities, agriculture, health, nutrition, democracy, environment, and social development (Tekinel, 2013).

Particularly in Rwanda and Burundi, international funded projects target especially the sector of agriculture and rural development to boost their economy and improve the well-being of their population. Many reports have concluded that the economy of the two countries depend mainly on agriculture.

Claude Bizimana et al. (2012) state that agriculture is the main driver of Rwanda's economic growth since it contributes 34% to the Gross Domestic Product (GDP, 2009) and employs most (80%) of the Rwandan population (NISR, 2009). The Burundi Economic Outlook (2016) also reports that agriculture is the largest contributor to Burundi's economy, making a contributing 40% of the country's Gross Domestic Product (GDP) and employing more than 80% of Burundians.

The intensification of production systems to improve productivity is now becoming government's priority of both countries. Thus, development projects are oriented mainly to agriculture sector for the development of rural areas. The transformation of agriculture therefore has the greatest impact on the economy in terms of poverty reduction and wealth creation in the two countries.

Against this background, this study is aimed at assessing the sustainability of these projects' outcomes due to their role in poverty alleviation and in improving the living standards of the populations.

1.1.1. About the Bugesera Natural Region Rural Infrastructure Support Project (PAIRB)

Considered in the past as the breadbasket of Rwanda and Burundi (beans, sorghum, corn, etc.) and a major animal breeding zone, the Bugesera region has been confronted with an acute food insecurity problem over the past few years. As a result of rapid population growth and mounting needs in arable land, the natural forests have been systematically destroyed, leading to intense erosion. The earth from the hills is constantly swept off by surface water and deposited into the lakes, which become silted. These three factors (deforestation, erosion and the silting of lakes), coupled with the irregularity and insufficiency of rains, contribute to the decline of agricultural, animal and fishery production.

There have been situations of chronic famine in Bugesera, and the living standards of the populations have deteriorated seriously. This situation could be irreversible unless soil management and protection measures are taken rapidly. To address the above-mentioned constraints and enable the natural region of Bugesera to fully play its role in the development and integration of the two countries, the Governments of Rwanda and Burundi decided to design an integrated rural development project for this region shared by the two countries. To that end, a request was submitted to African Development Fund (ADF) for the financing of the Bugesera Natural Region Rural Infrastructure Support Project (PAIRB).

As described by the project document, the region of Bugesera covers the District of Bugesera (Rwanda) and the Province of Kirundo (Burundi). It has a population estimated to 834,000 (274,000 for the Bugesera District and 560,000 for the Province of Kirundo). The cost of the project was estimated to 30 million Units of Accounts (UA) i.e. 26,340 millions of Rwandan Francs and 55,185 millions of Burundian Francs.

The PAIRB general objective is to reduce poverty in Bugesera region. Its specific objective is to improve the living conditions of the Bugesera populations by sustainably increasing the agricultural production in that region.

The project has pursued its objective through the following actions :

- ***Irrigation development component*** which comprises of the development of lake and marshland watersheds over a surface area of 8,000 ha; rehabilitation of irrigation facilities over 3,500 ha; development of irrigation facilities in small hillside areas watered by lakes (1,500 ha); and development of production (distribution of selected seeds, integration of cattle and goat rearing with irrigated farming, and the organization of farmers into cooperatives).

- ***Other infrastructure component*** which comprises of the rehabilitation of 50 km of rural access roads; and setting up of storage and processing facilities, and the construction of road markets.

- ***Project Coordination and Management component*** which comprises of the setting up of a Joint Project Coordination Unit; and the strengthening of already existing national structures in charge of implementing the project in the two (2) countries.

The project was initially planned to be implemented in a period of six (6) years from 2010-2015 but it has been extended to one year and three months more (1year 3 months) and closed on 31 March 2017.

At the closing, the PAIRB has realized the following achievements as specified below :

1. Irrigation development component :

- Development of lake and marshland watersheds over a surface area of 8,000 ha (4,000 ha in each of the two countries) : 2,300 ha and 3,500 ha were protected against erosion respectively in Rwanda and Burundi.
- Rehabilitation of irrigation facilities over 3,500 ha of marshlands (1,500 ha in Rwanda and 2,000 ha in Burundi) : 750 ha and 618 ha were rehabilitated respectively in Rwanda and Burundi.
- Development of irrigation facilities in small hillside areas watered by lakes (1,000 ha in Rwanda and 500 ha in Burundi) : 147 ha and 94 ha were developed for hillside irrigation respectively in Rwanda and Burundi.

➤ *For the above activities of irrigation component, further feasibility studies revealed that both activities and equipment would be very costly and they couldn't be realized as planned.*

- Multiplication and distribution of selected seeds : For Rwanda : mango (99,650 plants), avocado (85,384 plants), pineapple (117,324 plants), banana (59,789 plants) and for Burundi : mango (600 plants), avocado (19,270 plants), mandarin (30,700 plants), orange (21,100 plants) were distributed to beneficiaries.
- Introduction of productive rice varieties in marshlands : 4,800 T of selected rice seeds to be sown annually with a production of 6 tons per ha in Rwanda; and 13,000 T of selected rice seeds to be sown annually with a production of 8 tons per ha in Burundi.
- Distribution of cattle and goats: 1,600 cattle and 1,516 goats distributed in Rwanda; 1,100 cattle and 1,942 goats distributed in Burundi.
- Organization of farmers into cooperatives: seven (7) cooperatives formed in each of the two countries.

2. Other infrastructure component :

- Rehabilitate 100 km of rural access roads (50 km in each of the two countries) : 50 km and 32,5 km were rehabilitated respectively in Rwanda and Burundi.
- Set up storage facilities : four (4) storage facilities were constructed with the capacity of 300 tons each in Rwanda and six (6) storage facilities with the capacity of 180 tons each in Burundi.
- Construction of a silo of 6,000 T : It was constructed in Rwanda and none was done in Burundi.
- Construction of two milk collection centers in each country : two (2) milk collection centers were constructed with the capacity of 5000 liters per day each in both Rwanda and Burundi.

- Construction of roads markets : two (2) roads markets were constructed in Rwanda and none was constructed in Burundi.

3. Project Coordination and Management Component :

- Ensure project coordination and management :
 - Project coordination was guaranteed, financial management, procurement, monitoring and evaluation systems were in place.
 - Joint Project Coordination Unit (PCU) was set up and existing national Programme Implementation Unit (PIU) strengthened: PCU submitted periodically satisfactory progress and audit reports to the two Governments and to the financing Bank i.e African Development Bank (ADB).

The implementing agencies were the Ministries of Agriculture and Animal Resources of the two countries.

1.2. Statement of the Problem

International development projects have always had challenges, especially in Africa, due in part to poor project management which brings them to failure even before they are finalized. Thus, they hardly achieve their intended sustainable outcomes.

While various efforts have been made by project implementers during the project tenure to ensure post-project sustainability, this challenge has still been persistent. Continuity of international project activities by the beneficiary communities after project expires has been a concern globally.

Christopher Mahonge (2013) in his study on "Factors behind sustainability of activities in the post-project period in Matengo highlands" indicates that it is common for project activities to end or decline in the target community just after the project has ended or some few months after its ending. As such, there has always been a doubt as to whether project activities can continue when a given project comes to an end.

Do Ba Khang and Tun Lin Moe (2008) describe in their study that for an overall project success, donors and recipient government should have clear policies to sustain project's activities and results; there should be availability of adequate local capacities; and partners should make sure that there is strong local ownership of the project.

In "Developing Strategies for Maintaining Programs Over the Long-term" study (2001), American Indian Development Associates describes the following steps to sustainable projects : (i) *program visibility* : ensure people are aware of the program from the beginning; (ii) *community involvement*: involve people from all parts of the community; (iii) *create as diverse base for program funding and support* : seek financial support from multiple sources and multiple levels; (iv) *promote systems change* : identify how your program can improve the existing community structure.

As reported by the International Fund for Agricultural Development (IFAD, 2009) in its study of sustainability of rural development projects, the following four dimensions should be considered : (1)*institutional sustainability* : functional institutions will be self-sustaining after the project ends; (2) *household and community resilience* : resilient communities are readily able to anticipate and adapt to change through clear decision-making processes, collaboration and management of resources internal and external to the community; (3) *environmental sustainability* : an environmentally sustainable system must maintain a stable resource base, avoid overexploitation of renewable resources and preserve biodiversity; (4) *structural change* : the structural dimensions of poverty are addressed through the empowerment of poor and marginalized rural households.

G. Ademola Olukotun (2008) in his study on "Achieving Project Sustainability Through Community Participation" reveals that local institutions are the key to sustainability. The study highlights that when local groups are actively involved in project design and implementation, they take on ownership and are more likely to continue the project when donor funding ends, compared with externally imposed projects. Hence, through participation, the community develops skills for collective action, maintenance and sustainability. There must be government/institutional support and the community leaders must be accountable and transparent for sustainability to be achieved.

Even though several studies have suggested different mechanisms that should be put in place in order to achieve projects sustainable outcomes, many international development projects are still facing sustainability problems. It is in this regard that the researcher has been motivated to carry

out this study on the PAIRB, because the project has been operating from 2010 till March 2017, but there has been no study done to find out whether the project activities will be sustainable.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to conduct a research on the sustainability outcomes of the internationally funded Bugesera Natural Region Rural Infrastructure Support Project (PAIRB).

1.3.2 Specific Objectives

The research has the following specific objectives:

1. To find out the extent to which beneficiaries were involved at the initial stage of the project;
2. To find out the level of participation of beneficiaries in project implementation;
3. To identify the project means of funding after its closure;
4. To evaluate the changes in living conditions of the PAIRB beneficiaries.

1.4 Research Questions

"Are the PAIRB activities sustainable"? This is the main research question that the researcher will try to answer while conducting her research.

In investigating on the major question, the researcher will have to use the following minor questions:

- i. How project beneficiaries were involved at the initial phase of the project and in which activities were they involved ?
- ii. How project beneficiaries were involved during the project implementation ?
- iii. What are the anticipated sources of finance for the PAIRB activities after its closure?
- iv. What is the trend of changes in living conditions of project beneficiaries before and after the implementation of the PAIRB ?

1.5 Significance of the Study

This study is significant to the main partners of the international development projects such as donors, financial institutions, the governments of Rwanda and Burundi, the project managers as well as the intended communities.

The findings of this study benefit international projects funders who could learn how those projects can maintain their operations, services and benefits after the projects end. Findings and recommendations of this study will also motivate project donors and financial institutions to finance more projects in the same field.

Governments of Rwanda and Burundi, as well as project managers could learn lessons from the outcomes of this study respectively in setting policies and planning for implementation of similar projects.

Finally, the lessons and recommendations from this study will help the intended communities to develop more ownership of the projects allocated to them in order to continue enjoying the projects benefits in the long term.

1.6 Scope of the Study

This research is conducted to assess the sustainability of the PAIRB outcomes and will be conducted in Bugesera District (Rwanda side) where the Project operates. It especially targets the beneficiaries of the project.

It focuses on the period from January 2010 to March 2017, the entire period of the project cycle. The research will be conducted in March 2017.

1.7 The Limitations of the Study

In undertaking this research project, the most dominant expected limitations are related to time and place. Due to the time limit, a small sample group may be tested and this will affect the results contrary to how it would have been if a large group had been tested. Also, the research period is set at the closing of the project, when project implementers will be overloaded by final and auditing reports. Hence, some of them may not be available to answer the questionnaire.

The second limitation is the one of place. The researcher intends to distribute questionnaires to a number of beneficiaries of Bugesera region, on the side of Rwanda. Traveling to the neighboring country i.e. Burundi could lead to tough official formalities and delay the study. Lastly, the project site which is a bit far from the researcher home will require her frequent travels to the region and could be a bit costly. Other constraints will be identified while conducting the research on the field.

1.8 Organization of the Study

The aim of this research is to assess the sustainability of international development project outcomes in examining different factors which could help those projects to maintain and continue their program services after the funding period is over.

The study is divided into five chapters. The first chapter is an introductory part covering the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and its limitations. Chapter two contains the literature review which summarizes and compares different findings of prior researchers who wrote on the topic under study. Chapter three concerns about the methodology to be used in data collection and includes area of the study, research design, target population, sampling methods, sample size, research instruments and data analysis. Chapter four contains the data analysis and interpretation while chapter five deals with the major findings, recommendations and conclusions.

CHAPTER TWO

THE LITERATURE REVIEW

2.1 Introduction

International development projects are mainly planned and implemented without the direct involvement of their beneficiaries. Most of the times, funding agencies sign agreements with governments in developing countries for initiation and implementation of development projects, and the beneficiaries of those projects are never consulted for decision making. Hence, the sense of ownership is hardly achieved because beneficiaries are considered as strangers for the projects implemented on their behalf. This may lead mainly to the failure of those projects or to the rejection by the beneficiaries.

Once finalized, these projects have to get funds to sustain their activities in the long term if not, they may close immediately after the funding period is over. Moreover, when completed, there should be positive changes in the living conditions of the intended beneficiaries.

During this chapter, the researcher will assess and explore the views of different academicians, researchers and scholars that have conducted their studies on the issues mentioned above.

2.2 Involvement of beneficiaries in initial phase of international development projects

Many studies have found that main projects stakeholders especially the beneficiaries are by-passed during the planning and initiation of the projects. This has been always a big issue and may lead to serious problems if not taken into consideration.

IFAD (2007j) reports that in order to overcome the structural dimensions of poverty, development organizations must provide focused capacity and confidence building measures that empower vulnerable individuals and groups and encourage more-active participation in planning and decision-making processes by the traditionally unheard.

As argued by Finsterbusch and Wicklin (1987) in their study, beneficiary participation has been an issue in development projects from the beginning, but its significance has increased principally since it became part of the official rhetoric.

In his study on “Risk Management in International Development Projects”, Kwak (2001) states that the ultimate beneficiaries - the general public is nowhere in the picture while the projects are planned. He adds that stakeholders including intended beneficiaries and the client groups with lending institutions possess a powerful ability to influence the outcomes.

In “International Development Projects - Challenges and Opportunities” study, Tekinel (2013) explains that collaboration is not a new idea and people need to get better at it. Including local voices in project design is the first step. When we say local voices, we are referring to the people in the field and on the ground.

Striver (2006) clarifies that participation does not mean involving everybody in all decisions at all times. It means thinking carefully about how to ensure that different interests can best be represented in different phases and forums of the multi-stakeholder process.

In “The management of International Development Projects - Enhancing Sustainable Outcomes with Improved Project Management Education and Training”, Martens et al. (2013) explain that in practice, the initiating process group role and function is often weak in developing countries; so donor agencies take the lead in project identification and steer the project towards their own desired aims. They conclude that identifying stakeholders should be the task of the initiating process group. While stakeholder involvement and consultation is regarded as a necessary up-front activity by donor organizations, with guidelines available for the conduct of stakeholder problem analysis workshops, stakeholders are frequently by-passed. The consequence is that the project charter and draft planning documents are drawn up by international development consultants in isolation with resulting lack of ownership.

In “Project Initiation Best Practices” study, McCormick (2012) describes that engaging people early on in the process will help ensure that their concerns and needs are incorporated into the core project deliverables coming out of the initiation – the charter and the scope. Failure to identify and engage the influencers of decision makers that go into those documents will simply drive change and confusion into later stages of the project when the costs to correct are far greater.

A study by Golini and Landoni (2014) explains that the target “customer,” or beneficiary is usually a community located in a developing country and borders and requirements can be difficult to assess. Also, there is a presence of a large array of key stakeholders which requires their strong commitment to the project. Hence, the lack of involvement and communication might lead to incorrectly defined project objectives, and thus, to almost certain project failure.

In mining sector, Chenga et al. (2006) also identify some reasons which make fail community projects : (i) projects were set up without full consultation with community members, consequently community members felt that they had little control of the projects; (ii) the mine lacks sufficient knowledge about communities’ strengths and weaknesses in relation to project management; as a result, most projects were ‘stranded’ and left to run independently too early.

There are situations where consultations of projects beneficiaries are very important. Participation in the initial phase of the project helps especially in identification of the communities’ needs and in designing the project based on those needs. The participation of local players is sought at all levels, either through consultation or by involving them in the partnership.

Paul (1987) mentions that there are some contexts where community participation is very necessary in the initial stage of a project (i) when the design of project services calls for interaction among groups of beneficiaries as a basis for identifying their needs and preference; and (ii) when the nature of the project demands frequent dialogue and negotiation among beneficiaries and between project authorities and beneficiaries.

Findings from the study by Chenga et al. (2006) reveal that during the feasibility study, basic information could be gathered on the nature of beneficiaries, role of the community, power relations, etc. During identification, a needs analysis of beneficiaries could be attempted as a basis for designing the project to match community needs and capacities, whereas during the preparation stage, consultation could be started with the community on its role in the project.

Also, cultural issues should be paid attention when planning for international development projects. If not, the beneficiaries can either resist to changes or reject the intended project.

In his study on “Critical Success Factors in International Development Project Management”, Kwak (2002) mentions that cultural misfit of the project objectives and a lack of local knowledge and understanding can result into rejection of the project by the intended beneficiaries. In order for these projects to be successful, the project manager must take cultural factors of traditions, values, customs, and beliefs into consideration at the project planning stage itself so that project objectives are consistent with the values and customs of the beneficiaries. There can be also resistance of the beneficiaries to new social values and standards or to absorb the effects of economic change or new technology.

Many researchers have highlighted the importance of involving projects beneficiaries in the very early stages of the project. When the intended beneficiaries participate very early, projects have a big chance to succeed.

The findings from a study by Odoyo (2013) on “Factors Affecting Implementation of Community Projects”, reveal that one of the key assumptions of participation is that local residents will be more supportive of the project, and therefore increase the likelihood of its success, if residents have input in the decision-making process. Also, local residents probably have a better knowledge about assets and needs of the community.

The Project Preparation Guidance Note (2013) mentions that one of the good practice and specific considerations to support a smart project design includes strengthening participation and external accountability mechanisms, including (where appropriate) the participation of project beneficiaries and affected communities in project design and implementation, and strengthening their voice in order to enhance the responsiveness of service providers.

In his study, Mahonge (2013) describes that beneficiary-based factors entail the project approach and philosophy (participation or top-down), mechanisms for capacity enhancement, raising ownership spirit, integration of indigenous resources, and mechanisms for incentivizing the target beneficiaries. Those factors include spontaneous self-inspiration for change, willingness for change, cooperativity /cohesiveness, and good leadership potential, and competitiveness.

IFAD (2009) report reveals that successful programmes use bottom-up planning to determine priorities and then accurately reflect community needs in project design. Designs with promising sustainability results include plans for communities to manage both external and internal resources,

which in turn promotes a greater sense of ownership. A positive example was seen in India where community projects were selected based on community priorities and implemented with significant local contributions of labour, materials and sometimes cash. This approach strengthened groups, empowered members and ensured the maintenance and repair of outputs.

In their study on “Managing of GIS projects in infrastructure development”, Kaushal and Srivastava (2009) mention that to make the programme a success, it is important to understand the requirements and provide solutions to them in the project deliverables for serving the user properly. They highlight that the initial model helps in basic understanding of the user’s requirement along with capability and applicability of technologies in the proposed project.

Gareis et al. (2014) conclude that to ensure sustainability, stakeholder participation is critical. Stakeholders must participate in the design of the project initiation process in order to increase the probability of success.

2.3 Beneficiaries participation in the implementation of international development projects

Beneficiaries’ participation to the projects is not only limited to the periods of project design, planning and initiation, but also to the whole project cycle. Therefore, project implementers should feel accountable and keep informing the beneficiaries on the on-going activities of the projects.

Paul (1987) argues that during implementation, an important function of supervision will be to assess the progress of the community participation and the delivery of inputs to the community to perform its role.

In his study, Ostrom (2010) proposes different methods of interaction that can be utilized during project implementation such as house visits, community meetings, participatory workshops, town fair and discussions groups.

According to Mahonge (2013), both the researchers (outsiders) and the local people (insiders) take part in the participatory monitoring and evaluation exercise and share their views and observations

regarding the progress of the implementation phase. This enhances the power of the local people in problem analysis, decision-making and suggesting feasible solution before it is late.

In their study on “Motivation and blockades (human factors) in international project management”, Schmidt et al. (2006) mention that a feeling of participation in the success of the company has a motivating effect. This requires that successes are made transparent by detailing them in status reports, for example. Milestones need to be clearly defined to ensure that people feel they are achieving their goals.

The study by Wideman (1990, 2001) on managing the project environment finds that during construction, the alignment community was recognized as the most important stakeholder. All homes within each area were kept informed of progress by a local newsletter. The practice worked well and paid dividends. Perhaps the most satisfying evidence was to be seen in the shift of attitude on the part of the local newspapers.

During projects implementation, beneficiaries' participation is cited as one of the main factors influencing the projects' success. Thus, there should be effort to encourage participation and inputs from community members in expressing their opinions during that important period.

Community Development Foundation (CDF, 2014) indicates that ‘*Grassroots community projects*’, those run by local people for local people, achieve much higher success rates than ‘*top down*’ projects, those which are administered from above by statutory organizations.

According to Youker (1999), the first approach for the success of these projects is to ensure full participation of locals in the entire process of the project life cycle and to endeavor to develop complete local ownership of the project by both the various levels of government involved as well as all stakeholders.

The findings from the study of Finsterbusch and Wicklin (1987) show that beneficiary project relations-adequacy of project team communication to the beneficiaries, their commitment to the project, and the degree to which they obtain control and ownership of project outputs are crucial in projects at every level of national development.

According to Okafor (2005), what we observe when communities participate in their own projects include the followings: (i) empowering communities improve efficiency; (ii) local participation yields better projects, better outcomes; (iii) greater transparency and accountability enhances service delivery; (iv) community participation can kick start local, private contractors, service providers - It also encourages donors harmonization.

At the end of their study on factors affecting successful implementation of information technology projects, Nwakanma et al. (2013) discover that six factors namely clear requirements and specification, clear objective and goal, realistic schedule, effective project management methods/skills, support from top management and user/client involvement have collective effect on implementation of IT-Projects in Nigeria.

In their study on “Influence of Economic Factors on Performance of Project Management among Petroleum Marketing Firms in Kenya”, Maina and Gathenya (2014) identify that the project’s political context, its relationship with the local community, the general economic environment, its location and the physical conditions in which it will be built, are the most important external factors which influence the project.

A survey on information systems projects conducted by Jiang et al. (1996) asked users and developers in 50 firms to rank 13 factors according to their importance in determining project success. The participants ranked the factors as follows: support of top management, competent project manager, competent team members, sufficient project resources, client involvement in defining needs and requirement, adequate communication channels, involvement of all parties in project, consulting with users and keeping them informed, technology being implemented has been reviewed and critiqued, and works well, clients understand the usefulness of the project, control measures to keep project on track and; daily troubleshooting and resolution of problems. It can therefore be inferred that the absence of these factors will cause a challenge during project implementation.

In their handbook on sustainability, European Communities (2006) mention that beneficiaries’ help is obviously useful, particularly in universities where resources and professional staff are insufficient in order to participate by kind if not by funds. Moreover, the target groups (students, employees, etc.) can be actively involved during implementation of the project for lobbying purposes but also for building a sense of ownership, recruiting new participants, and so forth. In

this sector of higher learning, they recommend to promote participation of students and target publics in the implementation of activities (dissemination, tutoring new participants, building a website, etc.).

Projects are not implemented to achieve the intended goals and to die after their closing, but they have the aim to sustain their activities in the long term. One of the steps to sustainability of international development projects is community involvement.

According to Mahonge (2013), the move toward participatory project implementation intends to ensure that local people gain the capacity and ownership to sustain the project activities after its expiry.

American Indian Development Associates (2001) states that project sustainability will be achieved if all parts of the community are involved by creating opportunities for participation, collaboration and resource sharing, communicating openly, educating and informing the community and lastly by providing opportunities for training and leadership.

IFAD (2009) reports that sustainability will be increased where programmes enable a gradual and participatory process of community-led project design. While this may in some cases limit the level of outputs realized in the early stages of a project, it will support sustainability by promoting a sense of community ownership and facilitating a process of capacity-building appropriate to the local context.

Findings from the study by Olukotun (2008) reveal that the general principles of participatory approach include among others the following; (i) encouraging communities to take responsibilities; (ii) promote participation for all; (iii) reconcile different interests (iv) listen to the community; (v) examine the situation/problem from different points of view; and then (v) adapt to local situations. The study adds that communities who are the beneficiaries of the projects should not be seen as targets of poverty reduction efforts but should be seen as *assets* and *partners* in the development process. Olukotun concludes that when communities are involved in project initiation and implementation, there is the assurance of sustainability subject to some conditions unlike when they have no idea about the project or when it is imposed on them.

The U.S. Environmental Protection Agency’s (EPA) Community Action for a Renewed Environment (CARE, 2010) has elaborated a four-step process on how EPA might help communities work towards project sustainability as mentioned in the following figure.

Figure 1 : EPA four-step process for sustainability



Source : CARE Project sustainability checklist, 2010

During project implementation, conflicts may arise between project implementers and the beneficiaries. Those conflicts should not be avoided because, if not addressed properly and on time, they could delay the project and be costly.

According to Kinnander (2011), cultural factors such as different national cultures, values and religious beliefs may be a source of possible disagreements or conflicts within multi-cultural project teams. The solution should be to identify and evaluate different tools and behaviors for how to manage and resolve conflicts within project teams.

Paul (1987) explains that even in upgrading projects, the absence of clear and specific expectations of what the municipality would do and what the project would offer in a particular slum caused apprehensions among beneficiaries leading to a hostile behavior towards the project. The outcome was expensive delays and hurdles to implementation. He adds that smoother implementation and better cost recovery are made possible by preparatory efforts.

2.4 Means of funding of international development projects after their closure

When the funding period is over, international development projects activities should continue. Evaluation reports on the outcomes have to be sent to potential funders so that additional budget could be allocated to sustain those outcomes. Also, there should be a visible improvement of the lives of beneficiaries so that additional money could be released by the new funder.

According to Nordic Development Fund (2013), there has been a growing recognition in recent years of the need to support adaptation efforts, particularly in the poorest countries. But, although several major funding initiatives are now underway, no universally accepted criteria for defining adaptation projects have yet been developed by the international development community.

The report from IFAD (2006) concludes that, in many infrastructure projects, officials are motivated to achieve physical and financial targets and place little priority on facilitating a sense of community ownership. Finally, it observed a frequent mismatch between the technical standards of infrastructure projects and the human, social and financial capital available at the community level to operate them beyond project completion.

In their study, Prencipe and Tell (2001) argue that what usually happens is that at the end of a project, the financial resources are exhausted and there is no time to look at the lessons learnt so knowledge continues to be transferred from project to project via people.

According to the Department of Environment and Conservation in Australia (2004), evaluated programs or projects are often in a much stronger position to take up opportunities for further funding than those that are not evaluated. Well-evaluated programs often help to justify further funding for your program in council. Continuation or extension is much easier to argue if you have an evaluated project.

Big Lottery Fund (2012) mentions that in some programmes, the Fund will only finance the first part of the project, and may still ask the owner to identify his outcomes after funding ends. For example, the Fund can finance building work and then enables the project owner to run a range of services. It will be interested in how the building is used and whether it improves life for its users.

For each outcome, each indicator must include a final indicator level that shows the total change that will have happened by the end of the funding.

At the completion of the project, project implementers have to find money to finance the ongoing activities. Many times, that money comes from local funding through governments, hospitals, companies and other organizations and mainly through projects activities themselves undertaken by local communities.

Mahonge (2013) states that some activities emerged during post-project period aim at equipping the local beneficiaries with improved skills on microfinance management (village community banking). Apart from building the capacity of the local people on microfinance management, this serves as source of fund for various socio-economic activities.

In its report on “Sustainability of rural development projects”, IFAD (2009) explains that organization at the district level would enable greater interaction between village savings and credit scheme (VSCS) member and line agencies, and the use of surplus funds available across VSCSs would ensure greater sustainability of improvements in food and livelihood security.

In its completion report on “Rural Income Diversification Project in Tuyen Quang Province (Vietnam)”, IFAD (2011) states that the food security and income diversification activities undertaken by individual households will very likely be sustained and scaled up, as farmers are more adapted to producing for market and the national and local market channels are gradually expanding in rural areas. The same report explains that the project supported farmers to produce for markets in order to increase their incomes.

According to UNESCO (1993), there should be exhibitions and fairs which are sometimes held at the end of a project or training programme. They may also be held in association with multi-media delivery systems. Products are shown to the public through a fair. The fair may be promoted and strengthened through TV and radio broadcasts, demonstrations, leaflets, handouts, manuals and sample products. Fairs have a built-in potential for enhancing income generation in the longer term because if properly planned with social and market needs in mind, they can stimulate demand for products emerging from income generating programmes (IGPs).

In its report on skills development and income generation project in Malawi, African Development Fund (2001) states that on project completion, revolving funds will remain with the micro-finance institutions (MFIs) to increase their capacity and outreach, if they are being managed according to viable financial criteria, and contribute to project sustainability. As MFIs are designed to operate on a cost recovery basis, they will, for the most part, charge market interest rates as well as a range of administrative fees. In addition, most of them will mobilize savings from the clients as a way of creating a pool of funds for on-lending and reducing their dependence on external funding as well as for use as collateral. Funding under this component will also cover operational expenses of the proposed partner institutions. It is envisaged that the loans given under the project will fund income generating activities ranging from trading to manufacturing and agro-businesses to services.

A study from Steglich and Bekele for CARE Ethiopia (2009) explains about CARE involvement in supporting community-based savings and credit groups and their income generating activities, project implementation modalities, and also describes related livelihood changes. The Women Income Generating Groups (WIGGs) receive various inputs through CARE and enables women to diversify incomes through collective action and group savings. The primary expectation in the project outcome is the economic empowerment of women participants, which is perceived to take place as a direct chain of impact, leading from improved access to small loans, to intensified small enterprise activities, to income diversification and related poverty reduction.

According to FAO report (1994), rural dwellers can boost income and living standards through a number of rural activities: crop and livestock production, processing, non-agricultural, artisanal and commercial activities. All these activities must fulfill certain conditions: in addition to being technically feasible, they must also be economically and financially profitable.

2.5 Changes in living conditions of the international development projects beneficiaries

The intangibility of outcomes is one of the characteristics of international development projects. Thus, many researchers have assessed changes in living conditions by beneficiaries through the following three pillars of projects sustainability: economic, social and environmental sustainability.

In their study, Golini and Landoni (2014) identify one of the distinct characteristics that distinguish international development projects from other projects. Objectives of development projects concern poverty alleviation, living standards improvement, and basic human rights protection. These humanitarian and social objectives are usually intangible, not visible, and difficult to measure.

In addition, the findings from a study by Khang and Moe (2008) reveal that the humanitarian and social objectives of the international development projects are usually much less tangible, with deliverables less visible and measurable, compared with infrastructure and industrial projects commonly found in the private sector.

The same report argues that as project interventions cannot be continued forever, most projects also have an ultimate goal to produce positive and significant changes that will be sustained after the external assistance comes to an end. This sustainability requirement adds a new level to the intangibility of the development outcomes.

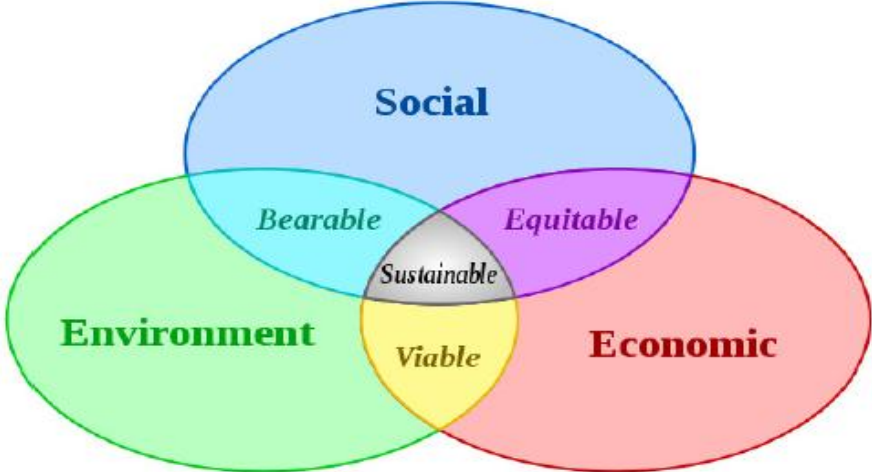
In his study on "A Resource Guide for Enhancing Potential for Sustainable Impact", Choi-Fitzpatrick (2014) indicates that sustainability begins with first events. In other words, one of the most significant processes to influence a project's long-term outcomes is whether a sustainability or transition strategy is in place and being implemented from the beginning. A strong transition strategy includes reasonable exit criteria, a clear exit approach, and action-oriented transition planning. The goal is to assure the continuation of selected activities in the short term after project completion, and the sustainability of positive impacts in the long term.

According to Khang and Moe (2008), project success should be evaluated at the end of the project by a different set of criteria that are based essentially on the development impacts, the sustainability and the acceptance of the project achievements by the stakeholders and the development community in general.

Findings from the study by Silvius (2012) reveal that in order to contribute to sustainable development, a company should satisfy all ‘three pillars’ of sustainability namely social, environmental and economic. These dimensions are interrelated, i.e. they influence each other in various ways. Elkington (1997) identifies this as the ‘triple bottom line’ or ‘Triple-P (People, Planet, Profit)’ concept.

In their study, Silvius and Shipper (2010) explain that sustainability refers to the triple bottom line or three-P concept as stated by Elkington (1997) as the ‘three pillars’ of sustainability: Social, Environmental and Economical (illustrated in Figure 2 below). The concept suggests that three dimensions are interrelated and therefore may influence each other in multiple ways. And although these interrelations are generally acknowledged, it should be noted that regional differences exist with regards to the relative emphasis placed on each pillar.

Figure 2 : The Triple-P concept of sustainability



Source : A maturity model for integrating sustainability in projects and project management, Silvius and Shipper, 2010

Wolbring and Rybchinski (2013) define social sustainability as a life-enhancing condition within communities, and a process within communities that can achieve that condition.

According to Harris (2003), a socially sustainable system must achieve fairness in distribution and opportunity, adequate provision of social services including health and education, gender equity, and political accountability and participation. This will lead to economic sustainability (Basiago, 1999), qualitative changes and environmental sustainability (Brundtland 1987, Mahonge 2013 and Agarwal et al. 2015).

Brief, the above-described points on projects sustainability could be summarized in the below table.

Figure 3 : Sustainability checklist

Economic Sustainability	Return on investment	- Direct financial benefits - Net Present value
	Business agility	- Flexibility/optionality in the project - Increased business flexibility
Environmental Sustainability	Transport	- Local procurement - Digital communication - Traveling - Transport
	Energy	- Energy used - Emission/C02 from energy used
	Waste	- Recycling - Disposal
	Materials and resources	- Reusability - Incorporated energy - Waste
Social Sustainability	Labor practices and decent work	- Employment - Labor/management relations - Health and safety - Training and education - Organizational learning - Diversity and equal opportunity
	Human rights	- Non-discrimination - Freedom of association - Child labor - Forced and compulsory labor
	Society and customers	- Community support - Public policy/Compliance - Customer health and safety - Products and services labeling - Market communication and advertising - Customer privacy
	Ethical behavior	- Investment and procurement practices - Bribery and corruption - Anti-competition behavior

Source : A maturity model for integrating sustainability in projects and project management, Silvius and shipper, 2010

2.6 The summary and the research gap

There should be a spirit of ownership by beneficiaries of international development projects so that these projects could achieve their desired outcomes. This spirit cannot be attained without prior involvement and participation of all stakeholders especially beneficiaries in the whole cycle of the projects.

This chapter sought to explain the importance of involving local communities to the projects and explored all published articles on this point.

When the funding period is over, projects owners should find money to sustain their core activities. Different researchers have highlighted different means of getting money for completed projects and this was explored also during this chapter.

The sustainability aspect of projects was also examined through this chapter. This means that core activities of those projects are incorporated to the real life of their beneficiaries and should bring changes in the living conditions of the whole society.

Despite mechanisms that have been put in place to help international development projects succeed, many of these projects are still facing problems to sustain themselves. It is in this context that the researcher sought to conduct a study on the sustainability of the outcomes of the Bugesera Natural Region Rural Infrastructure Support Project (PAIRB).

Further research in this field is also needed to assess deeply how the rate of sustainability of international development projects could be higher so that all could change considerably the lives of the intended population and in the long – term.

CHAPTER THREE

THE METHODOLOGY

This chapter discusses the research methodology that was used in the study. It describes the research design, the sampling methods and sample size as well as the data collection procedures and analysis.

3.1 Area of study

The area of study was the district of Bugesera, in Rwanda. Respondents from three sectors, Ntarama, Mayange and Gashora were chosen from fifteen sectors that make up the Bugesera District.

3.2 The research design

In this study, a descriptive approach was used. Survey method was also used because the researcher wanted to investigate on the positive impact of the PAIRB to the beneficiaries and on its sustainability after the closing of the project.

3.3 The target population

This study population consisted of around 900 beneficiaries from the three sectors of Bugesera District and 10 project implementers of the PAIRB. For beneficiaries, the researcher targeted 30 beneficiaries for each sector; whereas for the project implementers, she targeted the full number of the project staff i.e. 10 staff members and each one has his own area of responsibilities in the project.

3.4 Sampling method

The method of convenience sampling was used to develop the sample of the research under discussion. The convenience sampling which belongs to the category of non-probability sampling

techniques, helped the researcher to select the sample members based on their availability and easy access in their respective households and/or workplace. This method also helped in collecting data quickly.

3.5 Sample size

A sample size of 90 project beneficiaries i.e. 30 beneficiaries by sector for three sectors and 10 project staff was suited to likely represent each category of the beneficiaries and implementers and to get sound conclusions.

3.6 The Research instruments development

Questionnaires were administered to the respondents and were composed by both close-ended and open-ended questions. The original questionnaire was prepared in English but has been translated into Kinyarwanda by a Linguist so that questions could be clearly understood by beneficiaries who were not familiar with the English language.

A question was asked to understand the activities in which beneficiaries were involved in during the project initiation period.

Beneficiaries were also asked to explain their level of participation in implementation of the project.

Other question was about the anticipated means of funding for the PAIRB activities after its closure.

The final question was set in order to evaluate the changes in living conditions of the beneficiaries of the project. This intended to get comparison between the respondents' standards of living before and at the time of interview. This question was based on the affordability of different aspects of basic needs such as ability to feed the family, to buy clothes for family members, to pay medical insurance for family members, to buy school materials for children, to pay school fees, to improve the state of house and the ability to save money.

3.7 Data analysis

Content analysis was used to analyze the data which were gathered from questionnaires. According to Moore & McCabe (2004), this is the type of research whereby data gathered is categorized in themes and sub-themes, so as to be able to be comparable.

The main advantage of content analysis is that it helps in data collected being reduced and simplified, while at the same time producing results that may then be measured using quantitative techniques. Moreover, content analysis gives the ability to researchers to structure the qualitative data collected in a way that satisfies the accomplishment of research objectives (Krippendorff & Bock, 2008).

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation, analysis and interpretations of data collected from the field. The findings are presented in form of tables. One hundred questionnaires were distributed to both beneficiaries and project implementers i.e. ninety (90) questionnaires for beneficiaries and ten (10) for project staff. This means that the chapter is divided into two parts : Beneficiaries' part and project implementers' part.

4.2 Beneficiaries' Part

The ninety (90) questionnaires distributed to beneficiaries in Sectors Ntarama, Mayange and Gashora were all answered.

4.2.1 Respondents by gender

Table 4.1: Distribution of respondents by gender

Gender	Frequency	Percentage
Male	54	60 %
Female	36	40 %
Total	90	100 %

Source : Primary data

The table 4.1 shows that 60 % of the respondents are men while 40 % are women. As the questionnaires were completed by heads of households, this indicates that the majority of heads of households are men with 60 %, while women who are heads of households are 40 %. It is also noted that there is a high level of women who lead their families and this is due to the 1994 Genocide against Tutsi which left many people widowed.

4.2.2 Respondents by marital status

Table 4.2 : Distribution of respondents by marital status

Marital status	Frequency	Percentage
Single	3	3.3 %
Married	65	72.2 %
Divorced	3	3.3 %
Widowed	19	21.2 %
Total	90	100

Source : Primary data

The table 4.2 indicates that 72.2 % of the respondents are married people. This means that households that were helped by the project were mainly made by married persons. Another big group is made by widowed persons with 21.2 % due to the 1994 Genocide against Tutsi which left many people widowed and orphans. Divorced and single people were also represented at a lower level with 3.3 %. Thus, the PAIRB project targeted especially married and widowed because their living conditions were worse than the others.

4.2.3 Respondents by age group

Table 4.3: Distribution of respondents by age group

Age group	Frequency	Percentage
Below 20 years	0	0 %
Between 20-35	20	22.2 %
Between 36-50	51	56.7 %
Between 51-65	17	18.9 %
Above 65	2	2.2 %
Total	90	100 %

Source : Primary data

This age group table shows that many respondents fall under the age between 36-50 years with 57 %. The second big group is the age between 20-35 with 22.2 %, the third one with 18.9 % for the age between 51-65 and 2.2 % for the age above 65 years old. The age below 20 years was not represented.

The two most represented ranges mean that the project targeted especially people who are in the active group age i.e. population that are in the working age. The PAIRB was a development project and had to target people in the working group age if not it would have not achieved its objectives because the most of its activities were agricultural and were implemented in rural areas.

4.2.4 Respondents by education level

Table 4.4 : Distribution of respondents by education level

Education level	Frequency	Percentage
Doctorate	0	0 %
Master's degree	0	0 %
Bachelor's degree	0	0 %
Secondary school certificate	7	7.8 %
Primary school	63	70 %
Never attended school	19	21.1 %
Other qualification	1	1.1 %
Total	90	100 %

Source : Primary data

The table 4.4 shows that the majority of beneficiaries have attended the Primary school with 70 % of the beneficiaries; followed by those who never attended school with 21 %. The third group is for those who have the secondary certificate with 7.8 % and those who have other qualification with 1.1 % . There isn't any beneficiary who did university studies.

It is noted that people who are in the sector of agriculture are mainly those who did the primary school and those who never attended school with in total more than 90 % of the respondents, because they don't have other skills to perform any other types of activities.

In addition, the Bugesera rural region has a big number of people who are illiterate (21 % of the respondents) and this could be due to the poverty in the region in the past when many households were not able to send their children to school.

Also, the table indicates that people who did the tertiary education are not found in the field of agriculture.

4.2.5 Beneficiaries’ respondents by family size

Table 4.5 : Distribution of beneficiaries by family size

Family size	Frequency	Percentage
Between 0-1	3	3.3 %
Between 2-3	32	35.6 %
Between 4-5	32	35.6 %
Above 5	23	25.5 %
Total	90	100 %

Source : Primary data

Table 4.5 indicates that generally, 61.1 % are families with 4 and above family members which indicates that the majority of families are big and poor. Thus, beneficiaries who are more represented are those who have more family members because it is seen that the project targeted especially the poorest people.

4.2.6 Involvement of PAIRB beneficiaries at the initial stage of the project

Table 4.6 : Beneficiaries' involvement at the initial stage of the project

Type of involvement	Responses	Frequency	Percentage
Whether beneficiaries were invited in meetings or other discussions for selection of the PAIRB	Yes	79	87.8 %
	No	11	12.2 %
Whether they were informed about the duration of the project	Yes	80	88.9 %
	No	10	11.1 %
Whether they were informed about the benefits of the project to them and their family	Yes	81	90 %
	No	9	10 %
Whether they were informed on their expected role and/or contribution to the project	Yes	58	64.4 %
	No	32	35.6 %

Source : Primary data

The table 4.6 highlights that the majority of respondents i.e. 87.8 %, 88.9 %, 90 % and 64.4 % confirmed that they were respectively invited in meetings or other discussions for selection of the Project; were informed about the duration of the project, were informed about the benefits of the project to them and their family and were informed on their expected role and/or contribution to the project. This shows that their level of involvement at the initial stage of the project was very high.

Further discussions with respondents revealed different activities in which beneficiaries were involved in at the initial stage of the project which included : contribution in ideas; provision of manures; provision of sites for cassava seeds multiplication; construction of the manure pits; construction of cow barns; provision of materials for banana seeds multiplication; help in multiplication of banana seeds; provision of sites for fruit seeds multiplication; help in multiplication of fruit seeds; dig holes for planting of banana seedlings; provision of construction materials and provision of trainings to other members of cooperatives after being trained.

Participation of the PAIRB beneficiaries in various activities at the early stage of the project was a very good mechanism that helped people to be more cooperative and willing to changes because it provided a sense of ownership. That involvement prepared target beneficiaries to receive positively the project which was about to be implemented for them.

4.2.7 Level of participation of PAIRB beneficiaries during project implementation

Table 4.7 : Beneficiaries' involvement during implementation of the project

Type of involvement	Responses	Frequency	Percentage
Whether they were asked to contribute in money or labour	Yes	26	28.9 %
	No	64	71.1 %
Whether they were involved in decision making	Yes	40	44.4 %
	No	50	55.6 %
Whether they got regular reports on the progress of the project	Yes	33	36.7 %
	No	57	63.3 %
Whether they had ability to hold accountable the project management team	Yes	45	50 %
	No	45	50 %

Source : Primary data

The table 4.7 shows that the majority of respondents with 71.1 %, 55.6 %, 63.3 % and 50 % were respectively not asked to contribute in money or labour, not involved in decision making, didn't get reports regularly on the progress of the project and didn't have ability to hold accountable the project management team. It indicates that the majority of beneficiaries were not involved in different activities during the execution of the project.

Initially, beneficiaries were needed to assist in different activities but during project implementation, it is noted that the level of their participation was reduced. Therefore, some respondents confirmed their contribution in money or labor as following :

Table 4.8 : Beneficiaries' contribution to the Project during project implementation

Activity	Number of beneficiaries	Value (RWF)	Period
Maintenance of banana plantations	18	3,600 RWF each	1.5 years
Maintenance of banana plantations	2	4,800 RWF each	2 years
Cleaning services	1	7,800 RWF each	1 year
Maintenance of cooperatives	1	5,000 RWF each	-
Seedlings	1	4,000 RWF each	-
Labor for digging holes	1	10,000 RWF each	10 days
Total	24		

Source : Primary data

The table 4.8 shows that 24 beneficiaries out of 90 have disbursed some money during project implementation. This could explain the reason why there was reduction of their level of participation to some activities during the execution period. Instead of direct participation in different activities as previously stated in the initial stage, money was collected to do some of those activities.

As indicated by the Project Coordinator, beneficiaries were requested to pay some contribution to help in some activities in their respective cooperatives.

Another reason of the lower level of participation during the execution period is that technical skills are more required for the implementation of many activities than during the initiation period. And it was noted that the majority of the Bugesera people have done the Primary school and others are illiterate. Thus, their participation was more required during preparation activities than during the implementation of the project.

4.2.8 Changes in living conditions of the PAIRB beneficiaries

4.2.8.1. Living conditions of the beneficiaries before the project

Table 4.9 : Beneficiaries' agreement on factors considered to improve the living standards before the project

Factors	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Ability to feed my family	0	15	1	72	2	90
	0 %	16.7 %	1.1 %	80 %	2.2 %	100 %
Ability to buy clothes for the family members	0	18	1	68	3	90
	0 %	20 %	1.1 %	75.6%	3.3 %	100 %
Ability to pay medical insurance to all family members	0	22	1	64	3	90
	0 %	24.4 %	1.1 %	71.1 %	3.3 %	100 %
Ability to buy school materials for my children	2	21	10	55	2	90
	2.2 %	23.3 %	11.1 %	61.1 %	2.2 %	100 %
Ability to pay school fees for my children	9	26	12	41	2	90
	10 %	28.9 %	13.3 %	45.6 %	2.2 %	100 %
Ability to improve on the state of my house	18	45	4	21	2	90
	20 %	50 %	4.4 %	23.3 %	2.2 %	100 %
Ability to save some money	16	37	2	31	4	90
	17.8 %	41.1 %	2.2 %	34.4 %	4.4 %	100 %

Source : Primary data

The table 4.9 reflects that, before the project, the majority of the respondents with 80 %, 75.6 %, 71.1 %, 61.1 % and 45.6 % agreed that they were respectively able to feed their family, to pay medical insurance “*mutuelle de santé*” to their family members, to buy school materials for their children and to pay school fees for their children. This indicates that before the project, the target population had limited financial means to meet some basic needs as stated above. It is also noted that their ability of meeting the primary needs were not sufficient that is why that ability was in descending order.

Also, the table indicates that the majority of respondents with 70 % and almost 60 % disagreed and strongly disagreed that they were able respectively to improve on the state of their house and to save some money. This shows that before the project, Bugesera population had very limited financial means and were not able to satisfy all their basic needs such as house renovation or having some savings.

Thus, beneficiaries’ ability to satisfy their basic needs is in descending order due to the poverty in the region before the implementation of the project. It is understood that when people are not able to feed all their family members or to send their children to school with all necessary materials, they cannot renovate their house or do savings.

4.2.8.2 Living conditions of the beneficiaries after the project

Table 4.10: Beneficiaries' agreement on factors considered to improve the living standards after the project

Factors	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Increase of ability to feed my family	1	16	1	57	15	90
	1.1 %	17.8 %	1.1 %	63.3 %	16.7 %	100 %
Increase of ability to buy clothes for the family members	1	16	1	57	15	90
	1.1 %	17.8 %	1.1 %	63.3 %	16.7 %	100 %
Increase of ability to pay medical insurance to all family members	1	16	2	57	14	90
	1.1 %	17.8 %	2.2 %	63.3 %	15.6 %	100 %
Increase of ability to buy school materials for my children	1	1	6	68	14	90
	1.1 %	1.1 %	6.7 %	75.5 %	15.6 %	100 %
Increase of ability to pay school fees for my children	1	20	7	52	10	90
	1.1 %	22.2 %	7.8 %	57.8 %	11.1 %	100 %
Increase of ability to improve on the state of my house	1	36	2	43	8	
	1.1 %	40 %	2.2 %	47.8 %	8.9 %	100 %
Increase of ability to save some money	2	36	0	46	6	90
	2.2 %	40 %	0%	51.1 %	6.7 %	100 %

Source : Primary data

Table 4.10 indicates that after the project, the majority of respondents with 80 % agreed and strongly agreed that they are able to feed their family members, to buy clothes for the family members and to pay medical insurance to all family members.

Again, the majority with 75.5 %, 57.8 %, 47.8 % and 51.1 % have increased respectively their ability to buy school materials for their children, to pay school fees for their children, to improve on the state of their house and to save some money.

In general, it is observed that after the implementation of the project, the financial ability of beneficiaries has increased and they were able to meet all their basic needs. This explains that their living standards have been improved considerably.

4.3 Project implementers' part

Ten (10) questionnaires were distributed to project implementers and eight (8) were answered.

4.3.1 Means of funding after the closing of the project

4.3.1.1 Assurance of the new source of the project funding

Table 4.11 : Distribution of the project implementers on the assurance of the new source of funding

Whether there is assurance of the new source of funding	Frequency	Percentage
Yes	3	37.5 %
No	5	62.5 %
Total	8	100 %

Source : Primary data

Table 4.11 indicates that the majority of project implementers with 62.5 % confirmed that there is no assurance of the new source of funding; whereas 37.5 % of the project staff confirmed that there is an assurance of a new funder who could sustain the PAIRB activities.

According to the interviews with the Project Coordinator (Rwanda side), it has been agreed in the project management meeting that the Rwanda Ministry of Agriculture and Animal Resources (MINAGRI) will continue to do close follow-up of the project activities through its organs namely National Agriculture Export Development Board (NAEB) and Rwanda Agriculture Board (RAB).

4.3.1.2 Expected annual money from the new funder

Table 4.12 : Distribution of annual money from the new funder

Expected annual money in RWF	Frequency	Percentage
Below 30 million	0	0 %
Between 31-40 million	0	0 %
Between 41-50 million	2	25 %
Above 50 million	1	12.5 %
No money	5	62.5 %
Total	8	100 %

Source : Primary data

Table 4.12 indicates that the majority of the PAIRB staff (62.5 %) don't expect to get any money from anywhere whereas 25 % of project implementers think that the project will get, annually, between 41 and 50 million Rwandan Francs. One project implementer (12.5 %) thinks that the project will get more than 50 million Rwanda Francs each year. The three staff who confirmed the new source of funding expect that money will come from the MINAGRI as indicated in the project management meeting.

4.3.1.3 Duration of funding by the new funder

Table 4.13 : Funding period by the new funder

Expected period of funding	Frequency	Percentage
Between 0-1 year	1	12.5 %
Between 2-3 years	0	0 %
Between 4-5 years	0	0 %
Above 5 years	0	0 %
Not specified	7	87.5 %
Total	8	100 %

Source : Primary data

Table 4.13 above indicates that one project staff (12.5 %) expects that the funding period will be between 0 and 1 year, whereas the remaining staff (87.5 %) do not expect any period of new funding.

During the interview, the Project Coordinator mentioned that MINAGRI has accepted to continue its assistance to PAIRB beneficiaries for two more growing seasons (1 year) after the closing date. After one year, it is expected that beneficiaries will have the required abilities and capabilities to sustain their activities themselves by keep working into cooperatives.

4.3.2 Involvement of beneficiaries during transition period

Table 4.14 : Beneficiaries’ involvement during transition period

Type of involvement	Responses	Frequency	Percentage
Whether they were asked to take over some of the project activities	Yes	8	100 %
	No	0	0 %
Whether they were involved in management of the project during the transition period	Yes	8	100 %
	No	0	0 %

Source : Primary data

In table 4.14, project staff confirmed with 100 % that beneficiaries have been asked to take over some of the project activities and have been involved in management of the project during the transition period. These results from project implementers as well as those from project beneficiaries confirm that both entry and exit periods have been well prepared. During the initiation of the project, beneficiaries were very much involved as well as during the closing of the project.

This is a good sign that there is a spirit of ownership developed for beneficiaries by project implementers especially at the beginning and the closing of the project. This also explains that the project has a chance to continue its core activities after the closing because there has been a good transition period which prepared beneficiaries to be responsible of the projects outcomes when project implementers will not be there.

CHAPTER FIVE

MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

In this chapter, the researcher compiles the major findings, makes some recommendations and conclusions for the sustainability of the PAIRB outcomes.

5.1 Major Findings

Based on the research conducted in Bugesera District (Rwanda), the following are the major findings :

- 60 percent of the respondents were males;
- 72.2 percent of the respondents were married;
- 56.7 percent of the respondents were between 36-50 years old;
- 70 percent of the respondents did the primary school and 21 percent were illiterate;
- 61.1 percent of respondents were households with 4 and above family members;
- 90 percent of the respondents were informed about the benefits of the project to them and to their family at the initiation stage of the project;
- 71.1 percent of the respondents were not asked to contribute in money or labour during project implementation;
- 24 respondents out of 90 were asked by their respective cooperatives to contribute in money or labour during the implementation period;
- 80 percent of the respondents agreed that they were able to feed their family members before the project;
- 75.5 percent of the respondents agreed that their ability to buy school materials for their children was increased after the project;
- 62.5 percent of the project implementers didn't expect a new source of funds after the closing of the project;
- 62.5 percent of the project implementers didn't expect any funds after the closing;
- 87.5 percent of the project implementers didn't expect any new period of funding;
- 100 percent of the project implementers confirmed that beneficiaries were asked to take over some of the project activities during the transition period.

5.2 Recommendations

After the research conducted in the Bugesera region especially in the sectors of Ntarama, Mayange and Gashora, to investigate on the sustainability of the PAIRB outcomes, it is recommended the following :

5.2.1 Recommendations to the PAIRB beneficiaries

The PAIRB beneficiaries should :

- send their children to school so that the region could reduce the number of illiterate people because they cannot develop themselves and/or develop their region when they are illiterate;
- follow family planning advices so that they can regulate the number of births in their respective families because it has been observed that the Bugesera people has a big number of family members by households;
- keep the sense of project ownership developed since the beginning even after the closing of the project so that they could continue benefit from it; by increasing the number of members who contribute in money or labor terms to sustain and maintain their respective cooperatives;
- keep on increasing their financial abilities so that they could not only satisfy their primary needs but also the secondary ones. This will not only lead to their own development but also to the development of the region and the country in general;
- develop the required capabilities which could help them to run the project activities by their own after the retirement of the MINAGRI.

5.2.2 Recommendations to Bugesera District

Bugesera District should :

- sensitize the population on the importance of family planning program as it is seen that the region is made up with big family members and the development will be achieved when each family has members depending on their financial abilities;
- organize teaching sessions to its population who are illiterate so that they could know at least to read and write because people cannot develop themselves if they don't have the minimum level of knowledge;
- keep helping widowers because the region is made up by a big group of widowers who are still vulnerable due to the 1994 Genocide against Tutsi;
- avail its Agronomists and Veterinaries so that they could assist and advise the project beneficiaries whenever possible for the maintenance of the PAIRB outcomes;
- try to find money which could sustain the PAIRB initiatives after the retirement of MINAGRI and make sure that the region doesn't refall in extreme poverty as before.

5.2.3 Recommendations to the MINAGRI (NAEB and RAB)

Through its organs NAEB and RAB, MINAGRI should :

- continue to have a leading role in coordinating and supervising all PAIRB initiatives;
- avoid underestimation of projects cost and time during project feasibility studies so that agriculture projects could achieve fully their target results;
- organize trainings for members of cooperatives in partnership with Rwanda Cooperatives Agencies (RCA) which would help in providing advisory services on the good management and maintenance of the project initiatives so that these can remain productive;

- assign other national or international projects to the region so that those projects may undertake what were not achieved by the PAIRB.

5.3 Conclusion

This study on the Implementation of International Development Projects for Sustainable Outcomes with a case study of the Bugesera Natural Region Rural Infrastructure Support Project (PAIRB) was conducted in three sectors of Ntarama, Mayange and Gashora of the Bugesera District. The study helped to evaluate the impact of the project on the Bugesera people by making some comparisons between the population standards of living before and after the project. The project brought many changes in the lives of the Bugesera population and those changes should be kept improving so that the population could continue develop themselves and develop the region in general.

Also, as the general objective was to investigate on the sustainability of the PAIRB outcomes, it was noted that the project doesn't have further means of funding to sustain itself in the long term except the MINAGRI which plans to take over the PAIRB activities for only one more year after the closing. The good news from the research is that the entry and exit periods were well prepared and that preparation empowered beneficiaries and equipped them with the necessary abilities and capabilities to maintain and sustain the PAIRB activities in the long-term.

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APPENDICES

Appendix A : Questionnaire in English

AN INTRODUCTORY LETTER TO THE RESPONDENTS OF THE QUESTIONNAIRE

Dear respondent,

I am carrying out a research on the implementation of the international development project for sustainable outcomes with PAIRB as a case study. This research is being done as part of the requirement for the award of Master degree in Business Administration from University of Rwanda, College of Business and Economics. I am therefore interested in your opinions in your area of operation.

Therefore, I would sincerely appreciate your help by filling in the enclosed questionnaire. Results of this study will be kept confidential and used purely for academic purposes.

Thank you for your cooperation.

Yours sincerely

NYIRANSABIMANA Alphonsine

QUESTIONNAIRE

Please tick, mention or answer the questions below in the spaces provided

PART.I : BACKGROUND OF THE RESPONDENT

1. What are your names ?
(Optional)

2. Sex

Male

Female

3. What is your marital status ?

a) Single

b) Married

c) Divorced

d) Widowed

4. What is your age ?

a) - 20 years

b) 20-35

c) 36-50

d) 51-65

e) + 65

5. What is your formal education level ?

a) Doctorate

b) Master's degree

c) Bachelor's degree

d) Secondary certificate

e) Primary

f) Never attended school

g) Other qualification

6. What is your role in the project ?

a) Project implementer

b) Project beneficiary

c) Other

FOR THE BENEFICIARY, PLEASE FILL PART II
FOR THE IMPLIMENTER, PLEASE FILL PART III

PART II : QUESTIONS PREPARED FOR THE PAIRB BENEFICIARIES

1. What is your official residence (Sector and Cell) ?

2. How many people are in your family ?

3. Have you ever been invited in meetings or other discussions for the selection of this project ?

Yes
No

4. Have you ever been informed about the duration of the PAIRB ?

Yes
No

5. Have you ever been informed about the benefits of the project to you and your family ?

Yes
No

6. Have you ever been informed on your expected role and/or contribution to the project ?

Yes
No

If yes,

Explain your different roles and/or contribution to the project

7. Were you asked to contribute in money or labour or anything else ?

Yes
No

If yes,

- a) Please specify your role or contribution to the project
- b) For how long ?
- c) How much was that contribution (in value)?

8. Where you involved in decision making ?

Yes
No

9. Did you get regular reports about the progress of the project ?

Yes
No

10. Did you have ability to hold accountable the project management team ?

Yes
No

11. Before the Project :

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I was able to feed my family					
I was able to buy clothes for the family members					
I was able to pay medical insurance to all family members					
I was able to buy school materials for my children					
I was able to pay school fees for my children					
I was able to improve on the state of my house					
I was able to save some money					

12. After the Project :

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My ability to feed my family is better than before					
My ability to buy clothes to family members is higher					
My ability to pay medical insurance to family members has increased					
My ability to buy school materials for my children has increased					
My ability to pay school fees has increased					
My ability to improve on the state of my house has increased					
My ability to save money has increased					

13. What do you recommend for the sustainability of the PAIRB activities ?

PART III: QUESTIONS PREPARED FOR THE PAIRB IMPLEMENTERS

1. What is your position in the project ?

2. Is there any assurance of the source of funding of the project ?

Yes

No

Please explain.

3. How much do you expect to get annually from the new funder ?

4. How long the new funder will undertake the project ?

5. Were the beneficiaries asked to take over some of the project activities ?

Yes

No

6. Were they involved in management of the project during the transition period ?

Yes

No

7. What do you recommend for the sustainability of the PAIRB activities ?

Thank you for your participation.

Appendix B : Questionnaire in Kinyarwanda

IBARUWA YAGENEWE ABAZASUBIZA IBI BIBAZO

Nshuti ugiye gusubiza ibi bibazo,

Ndimu gukora ubushakashatsi ku buryo imishinga mpuzamahanga y'amajyambere igamije impinduka zirambye ishyirwa mu bikorwa. Ubu bushakashatsi buziga ku mushinga PAIRB; bukazaduhesha impamyabushobozi y'icyiciro cya gatatu (Master's degree) cya Kaminuza y'u Rwanda/ Ikigo cy'ibyerekeye Ubucuruzi n'Ubukungu (C.B.E.) mu by'Ubugenzuzi bw'Ubucuruzi (Business Administration). Bityo rero nkaba nkeneye ibitekerezo byanyu; buri wese mu rwego rwe.

Mbaye mbashimiye inkunga yanyu mu gusubiza ibi bibazo, nabizeza ko ibizava muri ubu bushakashatsi bizagirwa ibanga, bigakoreshwa gusa mu rwego rwo kwigisha.

Mbashimiye ubufatanye bwanyu.

Murakoze.

NYIRANSABIMANA Alphonsine

IBIBAZO

Subiza n'akamenyetso V, vuga cyangwa usubize ibibazo mu mwanya wabigenewe

IGICE CYA I : UMWIRONDORO W'USUBIZA

1. Amazina yawe : (ushobora kuyandika cyangwa ukayihorera)

2. Igitsina

Umugabo

Umugore

3. Irangamimerere :

a) Ingaragu

b) Warashatse

c) Mwaratandukanye

d) Warapfakaye

4. Imyaka yawe :

a) Mu nsi ya 20

b) Hagati ya 20-35

c) Hagati ya 36-50

d) Hagati ya 51-65

e) Hejuru ya 65

5. Amashuri wize :

a) Amashuri y'ikirenga

b) icyiciro cya gatatu cya kaminuza

c) icyiciro ya kabiri cya kaminuza

d) Amashuri yisumbuye

e) Amashuri abanza

f) Sinigeze mu ishuri

g) Ubundi bumenyi

6. Ufite uruhe ruhare muri uyu mushinga ?

a) Umukozi w'umushinga

b) Umugenerwabikorwa

c) Undi

KU MUGENERWABIKORWA, UZUZA IGICE CYA II
KU MUKOZI W'UMUSHINGA , UZUZA IGICE CYA III

IGICE CYA II : IBIBAZO BYATEGURIWE ABAGENERWABIKORWA BA PAIRB

1. Utuye he (Umurenge n'akagari) ?

2. Muri abantu bangahe mu muryango wawe ?

3. Wigeze utumirwa mu nama cyangwa ibindi biganirwa bitegura ihitamo ry'umushinga PAIRB ?

Yego
 Oya

4. Wigeze ubwirwa ibijyanye n'igihe umushinga PAIRB uzamara ?

Yego
 Oya

5. Wigeze ubwirwa ibijyanye n'icyo uyu mushinga uzakumarira wowe n'umuryango wawe ?

Yego
 Oya

6. Wigeze ubwirwa ibyerekeranye n'uruhare rwawe cyangwa inkunga yawe muri uyu mushinga ?

Yego
 Oya

Niba ari yego,

Wadusobanurira uruhare rwawe cyangwa inkunga zinyuranye watanze muri uyu mushinga

7. Wigeze usabwa gutanga inkunga y'amafranga, y'akazi cyangwa indi nkunga ?

Yego
 Oya

Niba ari yego,

- a) Wadusobanurira urwo ruhare cyangwa iyo nkunga iyo ari yo ?
- b) Yamaze igihe kingana iki ?
- c) Yanganaga ite (agaciro kayo)?

8. Wigeze ugishwa inama mu gihe cyo gufata ibyemezo ?

Yego
 Oya

9. Wagiye uhabwa inyandikomvugo z'inama zerekana uko ibikorwa by'umushinga byagenze?

Yego
 Oya

10. Wigeze wemererwa kuba wabaza abayobozi b'umushinga ibyo bakora ?

Yego
 Oya

11. Mbere y'Umushinga :

	Simbyemera na gato	Simbyemera	Ndifashe	Ndabyemera	Ndabyemera cyane
Nabashaga kugaburira abagize umuryango wanjye					
Nabashaga kugurira imyenda abagize umuryango wanjye					
Nabashaga kwishyurira ubwishingizi bwo kwivuza abagize umuryango wanjye					
Nabashaga kugurira ibikoreho by'ishuri abana banjye					
Nabashaga kwishyurira amafranga y'ishuri abana banjye					
Nabashaga kuvugurura inzu yanjye					
Nabashaga kwizigamira amafranga					

12. Nyuma y'Umushinga :

	Simbyemera na gato	Simbyemera	Ndifashe	Ndabyemera	Ndabyemera cyane
Ubushobozi bwo kugaburira umuryango wanjye bwariyongereye kurusha mbere					
Ubushobozi bwo kugurira imyenda abagize umuryango wanjye bwariyongereye					
Ubushobozi bwo kwishyurira ubwishingizi bwo kwivuza abagize umuryango wanjye bwariyongereye					
Ubushobozi bwo kugurira ibikoresho by'ishuri abana banjye bwariyongereye					
Ubushobozi bwo kwishyurira amafranga y'ishuri abana banjye bwariyongereye					
Ubushobozi bwo kuvugurura inzu yanjye bwariyongereye					
Ubushobozi bwo kwizigamira amafranga bwariyongereye					

13. N'iki ubona cyatuma ibikorwa bya PAIB biramba ?

IGICE CYA III: IBIBAZO BYATEGURIWE ABAKOZI B'UMUSHINGA PAIRB

1. Ni uwuhe mwanya w'akazi ufite muri uyu mushinga ?
2. Haba hari icyizere cy'aho amafranga azaturuka yo gushyigikira uyu mushinga ?
Yego
Oya
Sobanura :
3. Mwaba muteganya kubona amafranga angana iki ku mwaka aturutse ku muterankunga mushya?
4. Umuterankunga mushya ateganya kumara igihe kingana iki afasha uyu mushinga ?
5. Abagenerwabikorwa baba barasabwe gukomeza kwita kuri bimwe mu bikorwa by'uyu mushinga ?
Yego
Oya
6. Baba baragejweho ibijyanye n'ubuyobozi bw'uyu mushinga mu gihe cy'iherekanya-bubasha?
Yego
Oya
7. N'iki ubona cyatuma ibikorwa bya PAIB biramba ?

Murakoze cyane.

Appendix C : Bugesera District Map

