

**ROLE OF TRANSITION PLAN ON PROJECT SUSTAINABILITY:
A CASE OF KWAMTORO ADP IN WORLD VISION CENTRAL CLUSTER,
DODOMA, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled, Role of Transition Plan on Project Sustainability: Case of Kwamtoro ADP in World Vision Central Cluster, Dodoma, Tanzania. In partial fulfillment of the requirements for the award of Degree of Masters of Arts in Monitoring and Evaluation (MAME).

.....

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Date

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DECLARATION

I, **Noel Francis Mbanguka**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for similar or any other degree award.

.....
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.....
Date

DEDICATION

I dedicate this dissertation to my parents; Francis Yansize Mbanguka and Scholastica Philmon, and my daughter Nibizi Noel Mbanguka.

ACKNOWLEDGEMENT

I would like to thank all the people who supported me during the creation of this dissertation. Without your input, patience and support, it would not have been possible to conduct this study.

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Noel Francis Mbanguka

ABSTRACT

Project Sustainability continue to be persistent problem for the projects in Tanzania and lack of Transition Plan has been suggested as one of the foremost reasons for failure. The Transition Plan is required if organizations want to make project sustainable. The general research objective of this study was to assess the role of Transition Plan on Project Sustainability with reference to the Kwamtoro ADP in World Vision Central Cluster, Dodoma, Tanzania. Transition was defined as Partner Capacity Building, Assets Disposal Plan, Risk Register Management Plan and Communication Plan. Based on a sample of 100 respondents from Kwamtoro ADP, the research proved satisfactory measurement properties and reliability of the model to measure Partner Capacity Building, Assets Disposal Plan, Risk Register Management Plan and Communication Plan. The relationship between Transition Plan and Project Sustainability was tested via quantitative, statistical methods including multiple linear correlation and regression analysis. The results showed that Assets Disposal Plan and Communication Plan have statistical significant effect on Project Sustainability. The researcher provided recommendations to organizations on factors to address like Monitoring and Evaluation to be strengthened to make sure that all the plans are implemented as agreed by the donor, Communicating Plan to take lead in Project Sustainability since has a positive change, Project Managers should make sure that there are adequate inclusion of fundamental requirements for sustainability into designs, investing and support given to ensure such requirements are met during implementation, and put sufficient effort to monitor and evaluate progress in this area to improve sustainability of the project

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES	xi
FIGURE	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Research Problem	7
1.3 Research Objectives	8
1.3.1 General Research Objective	8
1.3.2 Specific Research Objectives	8
1.4 Research Questions	8
1.5 Significance of the Study	8
1.6 Organization of the Dissertation.....	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Overview	10
2.2 Conceptual Definitions.....	10

2.2.1	Transition Plan	10
2.2.2	Project Sustainability.....	13
2.3	Theoretical Framework	16
2.3.1	Partner Capacity Building	17
2.3.2	Assets Handover.....	17
2.3.3	Risk Register	17
2.3.4	Communication Plan	18
2.4	Empirical Analysis of Relevant Studies.....	24
2.5	Conceptual Framework	29
2.6	Statement of Hypotheses	30
	CHAPTER THREE	32
	RESEARCH METHODOLOGY	32
3.1	Overview	32
3.2	Research Strategies	32
3.2.1	Survey Population	34
3.2.2	Area of the Research	34
3.3	Sampling Design and Procedures.....	34
3.4	Variables and Measurement Procedures	35
3.5	Methods of Data Collection	36
3.6	Data Processing and Analysis	36
	CHAPTER FOUR.....	39
	FINDINGS AND DISCUSSIONS.....	39
4.1	Introduction	39
4.2	Feel of the Data	39

4.2.1	Descriptive Statistics: Central Tendency and Dispersions.....	39
4.2.2	Pearson Correlation	40
4.3	Testing Goodness of Data	41
4.3.1	Reliability	41
4.3.2	Validity	42
4.4	Hypothesis Testing	43
	CHAPTER FIVE.....	47
	CONCLUSION AND RECOMMENDATION	47
5.1	Introduction	47
5.2	Conclusion and Recommendation.....	47
5.3	Limitation of the Study	48
	REFERENCES.....	50
	APPENDICES	58

LIST OF TABLES

Table 3.1: Description of Variables.....	37
Table 4.1: Descriptive Statistics.....	40
Table 4.2: Correlations.....	41
Table 4.3: Cronbach's Alpha.....	42
Table 4.4: Model Summary.....	43
Table 4.5: ANOVA ^a	44
Table 4.6: Coefficients ^a	44

FIGURE

Figure 2.1: Conceptual Framework adopted from the Reviewed Literature 30

LIST OF ABBREVIATIONS

ADP	Area Development Programme
CHWs	Community Health Workers
CSO	Civil Society Organization
CVA	Citizen Voice and Action
IPs	Implementing Partners
LEAP	Learning, Evaluation, Accountability and Planning
VHC	Village Health Committee
WVT	World Vision Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

There has been an increased pressure on business organizations to expand their performance criteria from economic performance for shareholders, to project sustainability performance for all stakeholders (Visser, 2002). Indeed, Kennedy (2000) posits that strategies that solely focus on shareholder value are no longer viable. A growing change of mind set is needed, both in consumer behavior approach, as well as in corporate policies to answer “how can we develop prosperity without compromising the life of future generations?” (Silvius et al., 2012).

From an organizational viewpoint, sustainability implies adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be needed in the future” (Deloitte & Touche, 1992). The heightened stakeholders' expectations for organizations to embrace additional social responsibilities and improve their social performance has been reported by scholars (Ngai, Chau, Lo, & Fong Lei, 2013; Lindsey, 2011). In Ngai et al. (2013) it is acknowledged that a growing number of both customers and investors expect companies today to disclose their sustainability responsibility activities, for example their environmental protection (Bayoud & Slaughter, 2012).

In essence, the project manager role inherently demonstrates heightened

responsibility (Russell, 2008). Similarly, the Association for Project Management (APM) states that “the planet earth is in a perilous position with a range of fundamental sustainability threats” and “project and program managers are significantly placed to make contributions to sustainable management practices” (APM, 2006). The International Project of Management Association (IPMA) stated that a key development in the project management profession is the responsibility for sustainability required from project managers and Monitoring and Evaluation personnel (McKinlay, 2008).

Considering these positions, it is evident that project managers are prompted by professional bodies to broaden their role and to advance from doing things right to doing the right things. Project managers and Monitoring and Evaluation personnel are required to take ownership of project outcomes, including the sustainability measures of projects.. There are subtle differences in the various statements of the professional bodies, but in essence, project managers are responsible for both sustainable project management as well as managing projects for sustainability. Sustainable project management or greening project management practices involves responsible use of resources, and managing projects for sustainability relates to use of projects to support future changes.

So, not only has the project managers' remit expanded to add these responsibilities in their organization and their own practice, but also to ensure sustainability cohesion across the multi-level supply chain involved in the project. Many scholars highlight projects as temporary organizations which bring about some kind of change to

business organizations, their products, services, policies, or assets (Lundin&Soderholm, 1995; Turner & Muller, 2003). Although this connection between sustainability and project management was clearly established by the World Commission on Environment and Development (WCED) a couple of decades ago (WCED, 1987), the standards for project management are still inadequately addressing the sustainability agenda (Eid, 2009). Thus, the association between sustainability and project management is still considered an emerging field of study in business management arena (Gareis et al., 2009).

Community engagement fosters ownership and ensures sustainability as started in the Principle 7 of the 23 Principles of the Good donorship states that, “implementing humanitarian organizations should ensure to the greatest possible extent, adequate involvement of beneficiaries in the design, implementation, monitoring and evaluation”. Participation in dialogue, which is one of the key aspects to be considered for any development programme, the framework states that, the dialogue that shall be done at all levels and one of the principles of these dialogues is inclusiveness, whereby, at each level of the dialogue, participation of all key stakeholders is a must with a view of enhancing ownership, transparency, accountability and sustainability of the project.

This is also supported by Goodwell (2006) who recommended that, participation of the community is of the requirements of the success of any project. He further recommended for the community to be involved and informed and to be part of the planning, implementation, monitoring and evaluation of any project which is being

delivered to the community. On the other hand, results from a study done in Darfur by Sabbhil and Adam (2015) on project sustainability after funding period, revealed that, national or countries support to projects after external support, discontinuation of project administration and supervision for and absence of adequate professional management at the beneficiaries side greatly affected sustainability of health funded project in Darfur Sudan, same arguments were also noted by Stergakis (2011) and Mutimba (2013) who revealed that stakeholder engagement and capacity building have an impact on donor funded health projects.

Stressing on that also, Hofisi and Chizimba (2013) who conducted a sustainability study in Malawi concluded that, participatory approaches of the project beneficiaries significantly have an impact on the sustainability of the development projects. The study further elaborated that, sustainability needs to be assessed by how the project implementation procedures empowers the community so that to ensure its sustainability after the funding period has just ended, same as to Walsh et al. (2012) who called for capacitating the local community and strengthening local structures for sustainable projects. Sustainability of the national CBHS programme is much affected by health systems in place. A well designed and supportive health system ensure reliability of services, provides a basis for linkage and integration between community health systems and the health facilities especially, the district hospitals, health centres and dispensaries.

Also, a comprehensive health system ensures availability of adequate and skilled public health care workers in the provision of additional services as a result of

referrals of patients from CBHS. It is worth also noting that, a comprehensive and supportive health system will be realized if there are availability of supportive policies. ESRF (2017), in THDR report revealed that, apart from the health benefits that the aids control initiatives provide, but they mostly bypass domestic administrative structures that compromise their sustainability. Scheirer et al (2008) revealed that initiating and putting in place sustainability collaborative systems and structures and upholding attention to the fundamental philosophies of the programme by disseminating them to other beneficiaries ensures sustainability of these projects, same findings were also noted by Bossert (1990).

Continuous monitoring and periodic evaluations of health funded projects ensure their sustainability in place among other things. Regular evaluations assist in program and project sustainability. Sustainability is one of the key aspects that is being assessed in evaluation. Routine monitoring provides readily available data for supporting evaluation exercise is therefore important to note that, when the project has a good monitoring and evaluation system, this assist in project sustainability. On effective participatory Monitoring & Evaluation, done by Kimweli (2013) on their study in Kibwezi district on food security funded project concluded that, participatory monitoring and evaluation (PM&E) practices has an impact on sustainability of the projects. The study further recommended for programme IPs to carry out regular trainings to the community so that to build up their capacity and participate effectively in these projects monitoring and evaluation exercise.

It is worth noting that, literatures and studies done on sustainability, have found and

suggested that, funding is one of the factors that affect funded projects from being sustainable. The 23 Principles of Good and Humanitarian Donor ship also insists on ensuring that there should be a steady financing to these projects so that to ensure sustainability. Principle 13 states that, “while stressing the importance of transparent and strategic priority setting and financial planning by implementing organizations, explore the possibility of reducing, or enhancing the flexibility of, earmarking, and of introducing longer term funding arrangements”, also principle number 18 states that, “support mechanisms for contingency planning by humanitarian organizations, including, as appropriate, allocation of funding, to strengthen capacities for response”.

Savaya (2012) also concluded that, both funding and human resources have an impact on sustainability of any project. The study further noted that, funding predictability is among the most prominent factors that affect sustainability of these projects. Same reason was noted by ESRF (2017) that, project faces serious challenges in terms of their sustainability in the future due to aid dependency and funding unpredictability. Dunlop et al (2015) also noted that national financing is of vital importance in sustaining funded projects as opposed to aid dependency. World Vision Tanzania (WVT) is a Christian development, relief and advocacy non-governmental organization (NGO) established in 1981. It is a member of an international partnership of Christians working in nearly 100 countries worldwide.

WVT partners with the government at the national, regional and local (district, ward and village) levels, faith-based organizations (FBO), NGOs, multilateral and

unilateral organizations. WVT works with all people regardless of tribe, religion and ethnicity to improve and sustain the well-being of children within families and communities, especially the most vulnerable. In every context where World Vision Tanzania works, five key Drivers of Sustainability need to be addressed in order to facilitate long term change. Sustainability is already at the core of World Vision Tanzania's Ministry Goal: The sustained well-being of children within families and communities, especially the most vulnerable. But sustainability is less visible in the Child well-being Aspirations and Targets and resilience is often conceived as a standalone project on disaster risk reduction. World Vision's Theory of Change also shows that child well-being requires concerted effort on the underlying drivers of well-being.

1.2 Statement of the Research Problem

From the above background, various researchers have identified that Project Sustainability is influenced by Policies and Procedures, Community Engagement, Monitoring and Evaluation, System Factors and Funding Predictability. Despite of the fact that a researcher through preliminary data gathering found that Transition Plan play vital role in influencing Project Sustainability but has not yet been studied and as a result most projects become unsustainable even after meeting the above started researched dimension. Thus the general research objective of this study was to assess the role of Transition Plan on Project Sustainability with reference to the Kwamtoro ADP in World Vision Central Cluster, Dodoma, Tanzania.

1.3 Research Objectives

1.3.1 General Research Objective

The general research objective of this study was to assess the role of Transition Plan on Project Sustainability with reference to the Kwamtoro ADP in World Vision Central Cluster, Dodoma, Tanzania.

1.3.2 Specific Research Objectives

The research were guided by the following specific objectives:

- i) To assess the effect of Partners Capacity Building Plan on Project Sustainability
- ii) To assess the effect of Assets Disposal Plan on Project Sustainability
- iii) To examine the effect of Risk Register Management Plan on Project Sustainability
- iv) To assess the effect of Communication Plan on Project Sustainability

1.4 Research Questions

The study were guided by the following questions:

- i) What was the effect of Partners Capacity Building Plan on Project Sustainability?
- ii) What was the effect of Assets Disposal Plan on Project Sustainability?
- iii) What are the effect of Risk Register Management Plan on Project Sustainability?
- iv) What was the effect of Communication Plan on Project Sustainability?

1.5 Significance of the Study

The finding of this study will add knowledge to the body of existing or nonexistent knowledge to the Project Managers and M&E personnel on the importance of

implementing Transition Plan to their projects so that they can be sustained.

1.6 Organization of the Dissertation

The following chapter will be literature review which is discussed under chapter two and chapter three will discuss on the methodology to be used, Chapter four will discuss on the results of the study, Chapter Five on Conclusion and Recommendation, reference and appendices will follow.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter is about documentation of a comprehensive review of the published work from secondary sources of data in the areas of specific interest to the researcher. The researcher used library which is a reach storage base of secondary data and used to spend months, going through books, journals, newspapers, magazines, conference proceedings, doctoral dissertation, master's thesis, and government publications, financial, marketing, M&E reports to obtain information on this study.

Sometimes researcher used computerized database which is now readily available and accessible without entering library building. The researcher started the literature survey even as the information from the unstructured and structured interviews is being gathered. Reviewing the literature on the topic area at this time helps the researcher to focus the interviews more meaningfully on certain aspects found to be important in the published studies, even if these had not surfaced during the interview.

2.2 Conceptual Definitions

2.2.1 Transition Plan

A project management transition plan is simply a document that outlines the processes to be followed during the implementation stage of any project. Upon the completion of a defined task, the project team cannot simply present the findings and

deliverables to the company executives and walk away. They must also provide a thorough plan for the implementation of these ideas into the processes that already exist and this plan is called a 'transition plan' because the company will literally experience a period of change while the plans are put in motion. For a project management transition plan to be considered complete, several different aspects need to be included. Typical sections to be covered in a transition plan are as follows;

2.2.1.1 Identification of Key Transition Staff

For an organization to survive any planned major change, it must be supported by key members of staff at various levels. Commonly these staff members should have also played a part during the collaboration efforts that brought about the impending change, but this involvement is not necessary for success of the transition initiative. It is important that supervisors and managers that are in charge of the departments that will be impacted are brought on board at this stage to sell the change that is about to occur at subordinate levels.

2.2.1.2 Logistics Considerations

Often, for a project to be implemented smoothly, certain elements first need to be put in place. Whether this involves new hardware, software, hiring of additional staff or contractual amendments, these issues must be addressed before attempting to start the change process.

2.2.1.3 The Transfer of Knowledge

Another key part of any transition plan is the issue of knowledge transfer. All staff

that will need to use the new system must be properly trained and if the change directly impacts customers, they also need to be informed before the cut over to the new way of doing things. This transfer of knowledge can greatly affect the way the change is perceived and, therefore, has the power to affect the success or failure of the process, so any communication plan must be handled with care.

2.2.1.4 Detailed Schedules for Implementation

Depending on the size of the project, it may not be feasible to implement it all at once. In instances where it affects the entire organization, the project can be introduced on a phased in basis. This schedule for the use of a new system must be coordinated for minimal disruption to the company as a whole. The decisions made here will impact in which order staff are trained and the timing of communication messages.

2.2.1.5 Identification of Risk Factors

Whenever there is change, there is the possibility of new risk factors that may not have been present before. This must be carefully considered by the transition team and all process flows must be scrutinized for exposure to various types of risk, whether it's operational risk, reputation risk or financial risk. Recommendations must be documented for all findings in the project management transition plan so the relevant parties can access and address them accordingly. The preparation of a project management transition plan can be associated to the concept of 'after sales service'. The document ensures that the recommendations made for the project in question are implemented in a way that is controlled, so there is very little risk and

the best possible chance for success.

2.2.2 Project Sustainability

WVT's approach to sustainability is rooted in recognition that World Vision's contribution to a community's journey will always be temporary. What happens during the journey determines whether the impact of WVT's contribution lasts or not. Yet, programme design documents are not always clear or specific about how World Vision's role will change over time and rarely define an exit strategy. Will child well-being gains be sustained in the face of changing risks? Will child well-being continue to improve? For the answer to these questions to be 'yes', WVT programme approaches need a consistent and explicit focus on sustainability, promoting the development of different types of capital, right from the beginning of WV's engagement in an area.

In Learning, Evaluation, Accountability and Planning (LEAP), World Vision defines sustainability as 'the ability to maintain and improve upon the outcomes and goals achieved with external support after that support has ended'. The challenge of ensuring that the positive changes to child well-being achieved as a result of a World Vision programme are protected during the life of the programme and last beyond it, is always multi-faceted. In every context where World Vision works, five key Drivers of Sustainability need to be addressed in order to facilitate long-term change. Sustainability is already at the core of World Vision's Ministry Goal:

The sustained well-being of children within families and communities, especially the most vulnerable. But sustainability is less visible in the Child Well-being

Aspirations and Targets and resilience is often conceived as a standalone project on disaster risk reduction. World Vision's Theory of Change also shows that child well-being requires concerted effort on the underlying drivers of well-being. Analysis of programme evaluations conducted by WV Australia and WVUS reveal that historically, sustainability has not been adequately addressed in the majority of the World Vision programmes. For example, the WV Australia Annual Evaluation Review 2010 found that 90% of programmes evaluated did not effectively address sustainability. Of the reports that did assess sustainability, one had achieved sustainability, nine had partial success and three were found to have made no progress against sustainability indicators. Worryingly, two Area Development Programmes (ADP) showed no evidence of progress against sustainability indicators after 15 years of implementation.

In the conclusion, the WV Australia Review states that: 'While WV projects are demonstrating positive outcomes, evidence that these outcomes are sustainable is not consistent.' It identifies three potential reasons for this gap: Inadequate inclusion of fundamental requirements for sustainability into designs, Lack of investment or support to ensure such requirements are met during implementation, and insufficient effort to evaluate progress in this area. World Vision has identified five key Drivers of Sustainability which should be built into the Development Programme Approach and associated Technical Programmes in order to increase the likelihood that improvements in children's well-being will continue beyond WV's involvement in a programme area. The Drivers are listed below:

2.2.2.1 Local Ownership

The programme vision and priorities are developed with and owned by the community and local partners after an in-depth shared exploration of child well-being in their own context. There are clear plans for how local actors will continue mutually accountable dialogue and action on child well-being priorities after WV's engagement has ended.

2.2.2.2 Partnering

Shared projects (including those linked to Technical Programmes) are developed and implemented by multi-stakeholder and cross sector working groups. Local groups and organizations are developing and using the skills to work effectively together for child well-being, balancing their priorities and interests. Governments, regulators, traditional structures the media and the private sector are engaged and play a role. Churches and other faith-based organizations are actively engaged, building on their sustainable presence and influence with their congregations and wider communities.

2.2.2.3 Transformed Relationships

God calls WV and the Church into a ministry of reconciliation which is visible in transformed relationships. Men, women, girls and boys care for each other, for their community, for their environment, and the wider world. Relationships within households and communities are defined by trust, equitable gender relations, conflict prevention and resolution, voluntary sharing of time and resources, and the valuing and protecting of all children, especially the most vulnerable.

2.2.2.4 Local and National Advocacy

On-going activities by citizens and local groups to hold government service providers accountable for the quality and quantity of services delivered for the community and children against plans and policies, based on regular assessments. Activities also focus on building collaborative dialogue between communities and decision makers at the local and national level, to press for wider systemic changes with impacts and reach beyond the borders of our programmes. National engagement will often be undertaken in collaboration with coalition partners who share our objectives.

2.2.2.5 Household & Family Resilience

Families and households develop resilience to changing shocks and stresses. They can prevent, prepare for, mitigate and recover from disasters, adapt to external factors and transform their wellbeing on a pathway of growth and progress out of poverty. As World Vision plans its programmes in partnership, a key question to ask is whether this intervention will make the situation better, not just for today's children, but for their future children as well. Will they be as healthy and as literate as these children were, during World Vision's funded intervention?

2.3 Theoretical Framework

Theoretical framework is a conceptual model of how one theorizes or makes logical sense of the relationship among the several factors that have been identified as important to the problem. Developing such a conceptual framework helps us to postulate or hypothesize and test certain relationships so as to improve our

understanding of the dynamics of the situation. From the theoretical framework, then testable hypotheses can be developed to examine whether the theory formulated is valid or not. The hypothesized relationships can therefore be tested through appropriate statistical analyses tests.

2.3.1 Partner Capacity Building

Another key part of any transition plan is the issue of knowledge transfer. All staff that will need to use the new system must be properly trained and if the change directly impacts customers/ community, they also need to be informed before the cut over to the new way of doing things. This transfer of knowledge can greatly affect the way the change is perceived and, therefore, has the power to affect the success or failure of the process, so any communication plan must be handled with care.

2.3.2 Assets Handover

All ADP should have lists of assets. The transition Plan should include reference to WV's local policies about assets disposal and comments on how such assets should be managed. It would be easy just to record the most important assets and to provide details when required only.

2.3.3 Risk Register

Managing project risk is an inevitable part of a project. Risks exist for various reasons, such as inaccurate scope definition and management, unforeseen circumstances, and ineffective stakeholder management. As a matter of fact, project management risk can crop up from practically any project process. Whenever there is

change, there is the possibility of new risk factors that may not have been present before. This must be carefully considered by the transition team and all process flows must be scrutinized for exposure to various types of risk, whether it's operational risk, reputation risk or financial risk. Recommendations must be documented for all findings in the project management transition plan so the relevant parties can access and address them accordingly.

2.3.4 Communication Plan

If you're collaborating on a project where many are involved, a good communication plan example would be one that is accessible to everyone no matter their location, involvement level, or assigned task. For any communication plan to be effective, it must be designed in a clear manner with outlined directives. Think of a plan as instructions if you were building a tree house. You know you need wood and nails, tools, and other essentials, but if you don't have detailed instructions on how to build it, you may fail. The same rings true for communication rules in a project. Without a way to connect with whomever is doing what, plus when, why, and if something needs to be changed or implemented, projects can fail. Every plan, no matter its purpose, should include the following five elements:

2.3.4.1 What

This entails what sort of communication will be offered. For example, will it be a status report, a team meeting, or a kick off plan?

2.3.4.2 Who

This part of the plan determines who will need to be part of the identified communication tool?

2.3.4.3 Purpose

Here you identify why regular communication is needed for each item.

2.3.4.4 When

The frequency of each communication.

2.3.4.5 Method

How will communication take place for each tool? Will it be a meeting, a report, emails, or an interactive web-based plan? Project Sustainability is increasingly perceived as a necessary tool for understanding the social, economic and environmental consequences associated with the way projects and their support systems are designed, constructed, operated, maintained and eventually eliminated (El-Haram et al., 2007; Thomson et al., 2011). However, the lack of a common structure and language for analyzing and assessing sustainability, and the absence of a tool for integrated assessment, means the lack of a method that is useful and applicable to projects (Cole, 2005; Deakin et al, 2002; Thomson et al., 2011).

Despite this, Pope, Annandale, and Morrison-Saunders (2004) and Wilkins (2003) argue that the evaluation of sustainability has a fundamental role in the creation of an environment where interested parties (stakeholders) are forced to rethink their

priorities through the analysis of the potential impact of their projects on sustainability. Sustainability assessments require tangible information about the main aspects of sustainability in projects, thereby providing guidance during the decision-making process in a manner that is transparent and inclusive of all involved parties (Mathur, Price & Austin, 2008; El-Haram et al., 2007; Thomson et al., 2011).

The implementation and measurement of sustainability principles remain in the early stages, and many technical and conceptual issues have not yet been addressed (Singh et al., 2012; El-Haram et al., 2007; Thomson et al., 2011). Tools and practices to support decision-making are necessary for systematically including sustainability criteria in project evaluation, production and processes, and in-project selection. In addition, the development of greening tools, which have objectives such as pollution reduction or continuous improvement, must be transformed into sustainability tools that focus on final objectives or outcomes, such as ensuring health and ecosystem integrity (Gladwin, Kennelly, Krause, and Kennelly, 1995). These greening tools, in other words, move organizations towards sustainability. According to the World Bank, by 1992, the achievement of sustainable development was the greatest challenge for the human race, and it remains so today. The transformation of theory into management practices contributes positively to the process of sustainable development and to sustainability (Gladwin et al., 1995).

According to Bebbington et al. (2007) and Singh et al. (2012), there is a widely recognized need for people, organizations and companies to obtain models, metrics and tools to define and quantify sustainability through systematic forms and

procedures. To achieve progress in sustainability, the development of sustainability indicators must be systematically monitored, measured, quantified and interpreted (Zdan, 2010). Although much research has been carried out in the area of sustainability metrics, there is still ample room for additional research in the domain of sustainability because the sustainability field is diverse and complex, especially with regards to certain countries or organizations (Welsch, 2005; Singh et al., 2012).

Similarly, according to Labuschagne et al. (2005), there is a lack of systems in place for measuring performance towards sustainability in operational practices. According to these authors, sustainability has typically been thought of mostly in institutional and strategic terms, without giving appropriate consideration to the economic-operational side of manufacturing activities. Few indicators have been applied to measure the efficiency of operations, and existing indicators are too focused on the environmental side and are fundamentally oriented towards product development.

The motivations that drive companies to develop sustainability projects are not solely based on solidarity. Studies have demonstrated that the benefits of sustainability are not confined to environmental and social benefits. Sustainability also enhances the economic value of organizations (Fiksel, McDaniel, & Mandenhall, 1999). In addition, in the modern era, it is impossible to think of economic development without the parallel construct of protecting the environment and the mutual benefits to society. According to Schwarz, Beloff, and Beaver (2002) and Araújo (2010), a central premise of sustainability is that economic well-being is inextricably linked to conservation of the environment and the well-being of human populations.

In this context, Porter and Linde (1995) showed that the most competitive companies are those that best utilize their resources. The most competitive organizations are not those that utilize lower-cost resources but those who employ the most advanced technologies and the best methods for controlling their resources. Thus, there is demand for a business management model that makes the connection between value creation and ecological and social compatibility and unites these two ideas in a balanced equilibrium (VDI 4070, 2006; Araújo, 2010).

Organizations are increasingly aware that the choices they make about products and processes can have profound environmental and social implications (Sarkis, Meade, & Presley, 2012). Within this evolutionary context, decision-makers within private companies have been burdened with a multitude of pressures from interested parties, including pressures from environmental agencies and the social conscience of workers, consumers and communities. These pressures must be weighed alongside the need to provide a guarantee of a reasonable return on investment and the long-term viability of the company-to-company shareholders. Thus, some companies have taken the initiative to identify opportunities to capture value through the concept of sustainability (McMullen, 2001).

At the organizational level, corporate social responsibility helps to improve ecological and economic performance. At this level, a tridimensional vision (economic, environmental and social) becomes increasingly feasible and necessary. Some studies have shown that socially responsible organizations also take action, at least in the short term (Chemical Industry Education Center [CIEC], 2005; Pearce,

2003; Royal Institution of Chartered Surveyors [RICS], 2004). Furthermore, it is expected that these organizations will continue to be socially healthy in the long term.

Thus, it is important that the three metrics of the triple bottom line are put into a framework of constructs, factors, or variables that can be used as a decision model by organizations that wish to improve their sustainability. The principles of environmental economics and associated processes have been well established, and environmental actions have been seen to substantial growth (Chau, Yik, Hui, Liu, and Yu, 2007; Chen, Li, & Wong, 2005; Matar, Georgy, & Ibrahim, 2008). Well-established standards, such as Leadership in Energy and Environmental Design (LEED) requirements (Green Building Council Brazil [GBCB], 2013), are well known in the building industry. However, the implications of implementing a social sustainability perspective have rarely been discussed. Valdes-Vasquez and Klotz (2013) argue that a truly sustainable construction project, for example, must include social considerations about the end users, as well as considerations of the impacts of the project in the community with regards to the safety, health, and education of people involved. Integration of all of these considerations would improve the performance of long-term projects and the quality of life of people affected by those projects.

Thus, according to Sarkis et al., (2012), the main aspects of the triple bottom line approach must be further discussed, modeled and understood. When a triple bottom line approach is used, the economic, environmental and social aspects of a project are

better integrated. A set of sustainability variables and indicators is required to make this integration more feasible (RICS, 2004; Labuschagne et al., 2005; Presley, Meade & Sarkis, 2007; Sarkis et al., 2012).

2.4 Empirical Analysis of Relevant Studies

The 2017 Development Cooperation Framework (DCF) of the Ministry of Finance-Tanzania, has also documented and stressed that ownership should be one of the general principles of these cooperation. The framework states that, “Development Cooperation Partners should commit to fostering national ownership through the Governments...” Also, on participation in dialogue, which is one of the key aspects to be considered for any development programme, the framework states that, the dialogue that shall be done at all levels and one of the principles of these dialogues is inclusiveness, whereby, at each level of the dialogue, participation of all key stakeholders is a must with a view of enhancing ownership, transparency, accountability and sustainability. This is also supported by Goodwell (2006) who recommended that, participation of the community is of the requirements of the success of any service delivery. He further recommended for the community to be involved and informed and to be part of the planning, implementation and evaluation of any service that is being delivered to the community.

On the other hand, results from a study done in Darfur by Sabbhil and Adam (2015) on project sustainability after funding period, revealed that, national or countries support to projects after external support, discontinuation of project administration and supervision for and absence of adequate professional management at the

beneficiaries side greatly affected sustainability of health funded project in Darfur Sudan, same arguments were also noted by Stergakis (2011) and Mutimba (2013) who revealed that stakeholder engagement and capacity building have an impact on donor funded health projects.

Stressing on that also, Hofisi and Chizimba (2013) who conducted a sustainability study in Malawi concluded that, participatory approaches of the project beneficiaries significantly have an impact on the sustainability of the development projects. The study further elaborated that, sustainability needs to be assessed by how the programme /project implementation procedures empowers the community so that to ensure its sustainability after the funding period has just ended, same as to Walsh et al. (2012) who called for capacitating the local community and strengthening local structures for sustainable programmes.

Sustainability of the national CBHS programme is much affected by health systems in place. A well designed and supportive health system ensure reliability of services, provides a basis for linkage and integration between community health systems and the health facilities especially, the district hospitals, health centres and dispensaries. Also, a comprehensive health system ensures availability of adequate and skilled public health care workers in the provision of additional services as a result of referrals of patients from CBHS. It is worth also noting that, a comprehensive and supportive health system will be realized if there are availability of supportive policies.

ESRF (2017), in THDR report revealed that, apart from the health benefits that the aids control initiatives provide, but they mostly bypass domestic administrative structures that compromise their sustainability. Scheirer et al (2008) revealed that initiating and putting in place sustainability collaborative systems and structures and upholding attention to the fundamental philosophies of the programme by disseminating them to other beneficiaries ensures sustainability of these projects, same findings were also noted by Bossert (1990). Continuous monitoring and periodic evaluations of health funded projects ensure their sustainability among other things. Regular evaluations assist in program and project sustainability. Sustainability is one of the key aspects that is being assessed in evaluation.

Routine monitoring provides readily available data for supporting evaluation exercise is therefore important to note that, when the programme / project has a good monitoring and evaluation system, this assist in programme / project sustainability. Principle number 22 of the 23 Principles of Good Humanitarian Donor ship states among other things that, “there should be encouragement to conduct regular evaluations, including assessments of donor performance”.

On effective participatory Monitoring & Evaluation, done by Kimweli (2013) on their study in Kibwezi district on food security funded project concluded that, participatory monitoring and evaluation (PM&E) practices has an impact on sustainability of the projects. The study further recommended for programme IPs to carry out regular trainings to the community so that to build up their capacity and participate effectively in these projects monitoring and evaluation exercise. It is

worth noting that, literatures and studies done on sustainability, have found and suggested that, funding is one of the factors that affect funded health projects and programmes from sustaining longer. The 23 Principles of Good and Humanitarian Donor ship also insists on ensuring that there should be a steady financing to these projects so that to ensure sustainability.

Principle 13 states that, “while stressing the importance of transparent and strategic priority-setting and financial planning by implementing organizations, explore the possibility of reducing, or enhancing the flexibility of, earmarking, and of introducing longer-term funding arrangements”, also principle number 18 states that, “support mechanisms for contingency planning by humanitarian organizations, including, as appropriate, allocation of funding, to strengthen capacities for response”. Savaya (2012) also concluded that, both funding and human resources have an impact on sustainability of any intervention / programme.

The study further noted that, funding predictability is among the most prominent factors that affect sustainability of these projects. Same reason was noted by ESRF (2017) that revealed that, health programmes faces serious challenges in terms of their sustainability in the future due to aid dependency and funding unpredictability. Dunlop et al (2015) also noted that national financing is of vital importance in sustaining health funded programmes as opposed to aid dependency.

According to Silvius et al., (2013), the relationship between project management and sustainability is rapidly gaining interest from professionals and academics. Studies

on the integration of sustainability concepts into the management of projects generally address the topic from a conceptual, logical or moral point of view. Given that the relationship between sustainability and project management is still an emerging field of study, these approaches make sense. However, the findings of the above-mentioned study do not negate the need for more empirical studies to understand how the concepts of sustainable development can be implemented in project management.

Likewise, authors such as Fernández-Sánchez and Rodríguez-López (2010), have analyzed current problems in sustainability practices. They identify a need to establish a method for identifying and selecting a set of indicators that include all participants involved in the life cycle of a project to find an appropriate balance between all involved actors. Sustainability is proposed by these authors as an opportunity for improvement throughout a project. There are considerable challenges in developing resource-related projects that meet the ideals of sustainability.

The principles and policies of corporate sustainability are difficult to integrate into project management systems (Corder, McLellan, Bangerter, & van Beers, 2012). In addition, existing systems do not easily provide innovative solutions for dealing with key goals of sustainability, such as significantly reducing carbon emissions and minimizing environmental impacts while maintaining license to operate in society. Business sustainability involves the incorporation of the objectives of sustainable development, social equity, economic efficiency, and environmental performance into the operational practices and projects of a company. Companies that compete

globally increasingly need to commit to being informed about the global sustainability performances of operational initiatives.

The current frameworks of variables and indicators available to measure the overall sustainability of business do not deal effectively with all aspects of sustainability at the operational level, especially in developing countries (Labuschagne et al., 2005).

With regards to these challenges of identifying appropriate sustainability metrics and introducing them in project management, Bebbington et al., (2007), cited by Singh et al. (2012), reinforce the importance of including sustainability variables in planning, monitoring, evaluation, and decision-making to facilitate collaboration and improve the quality of projects.

2.5 Conceptual Framework

From the Literature review, Sustainability of the project is attributed by various drivers of sustainability like Transition Plan, Ownership/Community Participation, Partnering, Transformed Relationship, Social Accountability, Household and Family Resilience. In this study the researcher assessed how Transition Plan influenced Sustainability of the Projects by looking Transition Plan as dimension of Partner Capacity Building, Handover of Assets Plan, Risk Register Management Plan and Communication Plan.

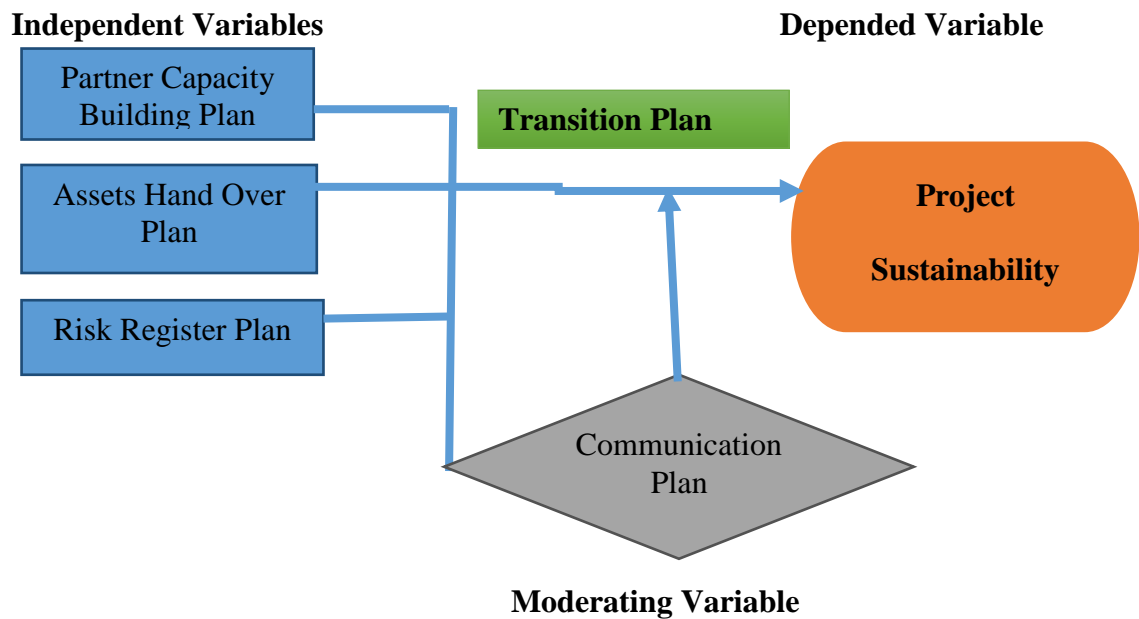


Figure 2.1: Conceptual Framework adopted from the Reviewed Literature

2.6 Statement of Hypotheses

From the reviewed literature above, the important variables are identified and highlighted in the theoretical framework of this investigation and the following hypotheses have been developed:

Hypothesis One

$H_0 =$ There is no statistical significant effect of Partner Capacity Building Plan on Project Sustainability.

Hypothesis Two

$H_0 =$ There is no statistical significant effect of Assets Disposal Plan on Project Sustainability

Hypothesis Three

$H_0 =$ There is no statistical significant effect of Risk Register Plan on Project Sustainability

Hypothesis Four

H₀= There is no statistical significant effect of Communication Plan on
Project Sustainability

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter defines the research methods and techniques that were used in data collection and analysis. This comprises details about the research strategies, survey population, area of the research, sampling design and procedures, variables and measurement procedure, methods of data collection, data processing and analysis.

3.2 Research Strategies

Being analytical and statistical research study, the research strategy were of a positivist paradigm and quantitative in nature. It entailed the collection of numerical data pertaining to a number of variables (Bryman& Bell, 2007) and the intent was to establish, confirm, or validate relationships and to develop generalizations that contribute to theory (Leedy&Ormrod, 2010). The research used dimensions such as partner capacity building, Assets disposal, Risk Register Management Plan, communication plan and project Sustainability, measures such as statistical tests were deployed to either prove or disprove the hypotheses (Bryman& Bell, 2007).

The corresponding research approach was deductive, it used what is known, through the existing theory of Transition Plan and Project Sustainability, to form hypotheses, which are subjected to empirical scrutiny to test whether the hypotheses are indeed true (Bryman& Bell, 2007). Bryman& Bell (2007) identify three advantages of using quantitative research for measurement. Firstly quantitative measurement allow

us to delineate fine differences between people in terms of the characteristics in question. Bryman and Bell (2007) suggest that smaller differences in characteristics are much more difficult to detect than extreme categories; quantitative analysis helped address this problem through numeric measurement.

Secondly quantitative measurement provided a consistent device or yardstick for distinctions. According to Bryman and Bell (2007) a quantitative measurement device provides a consistent instrument for gauging differences. This consistency relates to the ability to be consistent over time as well as the ability to be consistent with other researchers. Bassellier et al.'s (2003) research utilized a quantitative approach to measure Transition Plan and Project Sustainability. Using a similar model and approach to Bassellier et al. (2001, 2003) resulted in consistency of measurement over time as well as consistency with other researchers.

Finally quantitative measurement provided the basis for more precise estimates of the degree of the relationship between concepts (Bryman & Bell, 2007). Given the nature of the hypothesis under question, a quantitative study allowed statistical methods such as correlation analysis (Leedy & Ormrod, 2010) and regression analysis (Lind, Marchal, & Wathen, 2008) (Mazzocchi, 2008) to be performed. Applying these methods allowed for the relationship between the independent variable Transition Plan and the dependent variable Project Sustainability to be described in detail.

In order to apply certain quantitative, statistical methods and tests, a number of assumptions need to be validated. Examples of these assumptions include tests for

normality, sample size, sample independence and equality of sample variance. The application of statistical tests in this study required the data collected to be subjected to some of these tests.

3.2.1 Survey Population

Survey Population is a body of people or collection of items under consideration for statistical purposes. Sampling frame for this study is expected to be about 300 people who are various stakeholders in Kwamtoro village. These population are the local partners/Civil Society Organization (CSO)/ADP Committee/ CHWs/VHC /CVA in the project operation area who were involved from the establishment of the ADP up to when ADPs phased out.

3.2.2 Area of the Research

WVT is dedicated to working with children, families and communities to overcome poverty and injustice. From its start in Tanzania in 1981, have grown to be one of the largest humanitarian and development organization in Tanzania, working in 14 out 33 regions across 41 districts. Kwamtoro Area Development Program (ADP) is located at Kwamtoro division, Chemba District in Dodoma Region. The researcher selected this ADP because has already phased out 10 year back, so that can assess the role of transition plan implementation in making project sustainable.

3.3 Sampling Design and Procedures

According to Kothari (2004) Sampling is defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inferences about the

aggregate or totality is made. In other words, it is the process of obtaining information about the entire population by examining only part of it. In most of the research work, the usual approach is to make generalization or to draw inferences based on the samples about the parameters of the populations from which the sample are taken (Kothari , 2004).

In order to provide equal chance in the selection of respondents, simple random sampling techniques which is random sampling technique were used in this study since is a suitable random sampling technique when there is a sampling frame where list of all participants was obtained.

Since the researcher used multivariate linear regression analysis then the following formula was used to get minimum sample size

$$n=50+8V$$

Where by n=sample size

V=Number of independent variables

$$\text{Hence } n= 50+ (8*4) =82$$

Therefore the minimum sample size of this study was 100 respondents from various partners in the community where the ADPs phased out.

3.4 Variables and Measurement Procedures

A variable is a characteristics of a phenomenon that can be observed or measured. From the developed conceptual framework Independent variable (Implementation of

Transition Plan (Partner Capacity Building, Assets Disposal Plan, Communication Plan), and dependent variable-Project Sustainability were measured in 5 point likert scales to collect data.

3.5 Methods of Data Collection

Since the researcher used positivist study then questionnaire as the main source of primary data were used to collect data from respondents. The questionnaires were prepared by following principals of questionnaire designing. The questionnaires were highly structured and disguised for easing coding exercise in the Statistical Packages for Social Sciences version 22 for windows.

Primary and secondary types of data are the target of the collection techniques mentioned above. Primary data are data collected for the purpose of this study while secondary data are data collected for other studies apart from this study (Saunders et al, 2003). Questionnaires enabled the collection of primary data while secondary sources including documentations, textbooks, websites and other literatures used to collect secondary data. In order to minimize inconvenience and encourage positive responses from respondents, the researcher prepared questionnaire in such a way that it observe the qualities of good questionnaire which are to explain the purpose of the study, observe anonymity, to be as short as possible, vital information given priority, relevant, logical and user friendly questions, and avoiding sensitive questions.

3.6 Data Processing and Analysis

The research were concerned primarily with four variables, Partner Capacity

Building, Assets Disposal, Communication Plan, and Project Sustainability though data for background information were also collected. Table 3.1 contains a description of the variables and shows the variables contained in. Partner Capacity Building Plan, Assets Disposal Plan, Communication plan, and Project Sustainability were of type interval measurement scale as they were measured through a five point Likert type scale, (Lind et al., 2008).

Table 3.1: Description of Variables

Variables		Variable type
Background Information		Nominal
Transition Plan		
Partners Capacity Building Plan	10 variables	Interval
Assets Disposal Plan	10 variables	Interval
Risk Register Management Plan	10 variables	Interval
Communication Plan	10 variables	Interval
Project Sustainability	10 variables	Interval

Data analysis was carried out through the following process:

- i) A database was set up in SPSS version 22 and all analysis were performed
- ii) Cronbach's alpha (Leontitsis & P agge, 2007) was calculated to test scale reliability for Independent and depended variables
- iii) Pearson's coefficients of correlation (Keller, 2005) were calculated for each group of first order factors and between second order factors and the dependent variable to test for a linear relationship.
- iv) Multiple linear regression analysis (Lind et al., 2008) was performed in an attempt to use the independent variables related to Transition Plan to

explain Project Sustainability during hypothesis testing.

Multiple Regression Model below were employed;

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \dots + b_pX_p + \mathcal{E}$$

Where by

Y=Project Sustainability

b_0 =constant

$b_1, b_2, b_3, b_4,$ and b_p are the coefficients of $X_1, X_2, X_3, X_4,$ and X_p which are variables affecting Y

X_1 = Partners Capacity Building Plan

X_2 = Assets Disposal Plan

X_3 = Risk Register Management Plan

X_4 = Communication Plan

\mathcal{E} =other independent variables which could affect Project Sustainability but not studied by the researcher (random error term)

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results and discussion arising from the data analysis related to the role of Transition Plan on Project Sustainability with reference to the Kwamtoro ADP in World Vision Central Cluster, Dodoma, Tanzania. Getting data ready for analysis, feel for data, goodness of data and hypotheses testing were covered in this section. The researcher submitted the data for computer analysis using the SPSS version 20.0 for windows software program.

4.2 Feel of the Data

The researcher acquired a feel of data by checking the central tendency and the dispersion. The mean, the range, the standard deviation, and the variance in the data gave the researcher a good idea of how the respondents have reacted to the items in the questionnaire and how good the items and measures are. Establishment of the goodness of data lends credibility to all subsequent analyses and findings, hence getting a feel for the data becomes the necessary first step in all data analysis, further detailed analyses may be done to test the goodness of the data based on this initial feel.

4.2.1 Descriptive Statistics: Central Tendency and Dispersions

It may be mentioned that all variables were tapped on a five point scale and ten items

per each element. From the results, it may be seen that the mean for all elements are rather lower on a five point scale with ten items (Partner Capacity Building=23.89, Assets Disposal = 22.33, Risk Register Management =19.03 and Communication Plan =21.99) compared to overall mean of 30.

Table 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Partner Capacity Building Plan	100	19	29	23.89	2.860	8.180
Assets Disposal Plan	100	16	28	22.33	3.525	12.425
Risk Register Management Plan	100	17	23	19.03	2.464	6.070
Communication Plan	100	16	26	21.99	3.555	12.636
Project Sustainability	100	16	26	21.98	3.626	13.151
Valid N (listwise)	100					

Source: Research Data, 2019

The minimum of 16 and maximum of 26 and the mean of 21.98 on a five point scale with ten items for Project Sustainability indicates that most of the respondents revealed that project is not sustainable. The variance for Partner Capacity Building and Risk Register Management is not high, The variance for Assets Disposal, Communication Plan and Project Sustainability is only slightly more, indicating that most respondents are very close to the mean on all the items.

4.2.2 Pearson Correlation

The correlation matrix provided an indication of how closely related or unrelated are the variables under investigation. If the correlation between two variables happens to be high say, over 0.75 we would wonder whether they are really two different concepts or whether they are measuring the same concept. The Pearson correlation

matrix table is shown in table 4.2. From the results, we see that the Project Sustainability is, as would be expected significantly, positive correlated to Partner Capacity Building, Assets Disposal, and Communication Plan and insignificantly, negative correlated to Risk Register Management Plan. That is, the Project Sustainability is increased if Partner Capacity Building, Assets Disposal are experienced and Communication Plan is there.

Table 4.2: Correlations

		Partner Capacity Building Plan	Assets Disposal Plan	Risk Register Management Plan	Communication Plan	Project Sustainability
Partner Capacity Building Plan	Pearson Correlation	1	.942**	.165	.876**	.881**
	Sig. (2-tailed)		.000	.100	.000	.000
	N	100	100	100	100	100
Assets Disposal Plan	Pearson Correlation	.942**	1	.027	.954**	.958**
	Sig. (2-tailed)	.000		.792	.000	.000
	N	100	100	100	100	100
Risk Register Management Plan	Pearson Correlation	.165	.027	1	-.077	-.075
	Sig. (2-tailed)	.100	.792		.445	.461
	N	100	100	100	100	100
Communication Plan	Pearson Correlation	.876**	.954**	-.077	1	.989**
	Sig. (2-tailed)	.000	.000	.445		.000
	N	100	100	100	100	100
Project Sustainability	Pearson Correlation	.881**	.958**	-.075	.989**	1
	Sig. (2-tailed)	.000	.000	.461	.000	
	N	100	100	100	100	100

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

Source: Research Data, 2019

4.3 Testing Goodness of Data

4.3.1 Reliability

The internal consistency of measure is indicative of the homogeneity of the items in the measure that tap the construct. In other words, the items should hang together as

a set and be capable of independently measuring the same concept such that the respondents attach the same overall meaning to each of the items. This can be seen by examining whether the items and the subsets of items in the measuring instrument are highly correlated. The most popular test of interitem consistency reliability is the Cronbach's coefficient alpha which is used for multipoint scaled items (Cronbach 1946). The interitem consistency reliability or the Cronbach's alpha reliability coefficients of the four independent variables and dependent variable were obtained and they were all above 0.6 as shown in the Table 4.3.

Table 4.3: Cronbach's Alpha

SN	Variable	Cronbach's alpha	Number of Items
1	Partner Capacity Building	0.62	10
2	Assets Disposal	0.706	10
3	Risk Register Management	0.65	10
4	Communication Plan	0.71	10
5	Project Sustainability	0.731	10
	Overall	0.897	50

Source: Research Data, 2019

The results indicates that the Cronbach's alpha for the ten items Project Sustainability is 0.731. The closer the reliability coefficient gets to 1.0, the better. In general, reliability less than 0.6 are considered to be poor, those in the 0.7 range, acceptable, and those over 0.80 good. Cronbach's alpha for the other four independent variables ranged from 0.7 to 0.731. Thus, the internal consistency reliability of the measures used in this study can be considered to be acceptable.

4.3.2 Validity

Validity refers to how well a specific research method measured what it is supposed

to measure (Saunders, 2000). To ensure construct validity, the researcher has a questionnaire guide approved by his supervisor before conducting the survey to get objective opinion on the study. Questionnaires were then pre tested by conducting a pilot study to guarantee a common understanding of the questions by respondents and thus ensure predictive validity. Moreover, the researcher assured the respondents of anonymity and that the data were being collected for academic purpose only.

4.4 Hypothesis Testing

Four hypotheses were generated for this study as stated earlier and this call for the use of a multiple regression analysis. The results of these tests and their interpretation are discussed below.

H0: The four independent variables will not significantly explain the variance in the Project Sustainability.

To test this hypotheses, multiple regression analysis was done and the results of regressing the four independent variables against Project Sustainability can be seen below.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 ^a	.981	.980	.516
a. Predictors: (Constant), Communication Plan, Risk Register Management Plan, Partner Capacity Building Plan, Assets Disposal Plan				

Source: Research Data, 2019

Table 4.5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1276.644	4	319.161	1197.689	.000 ^b	
	Residual	25.316	95	.266			
	Total	1301.960	99				
a. Dependent Variable: Project Sustainability							
b. Predictors: (Constant), Communication Plan, Risk Register Management Plan, Partner Capacity Building Plan, Assets Disposal Plan							

Source: Research Data, 2019

Table 4.6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.066	.594		.111	.912	-1.113	1.245
	Partner Capacity Building Plan	-.015	.060	-.011	-.243	.809	-.134	.105
	Assets Disposal Plan	.203	.073	.197	2.788	.006	.058	.347
	Risk Register Management Plan	-.023	.024	-.015	-.935	.352	-.071	.025
	Communication Plan	.826	.052	.810	15.884	.000	.723	.930
a. Dependent Variable: Project Sustainability								

Source: Research Data, 2019

From the Multiple Regression Model

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \dots + b_pX_p + \mathcal{E}$$

Where by

Y=Project Sustainability

b₀=constant

b₁, b₂, b₃, b₄, and b_p are the coefficients of X₁, X₂, X₃, X₄, and X_p which are

variables affecting Y

X_1 = Partners Capacity Building Plan

X_2 = Assets Disposal Plan

X_3 = Risk Register Management Plan

X_4 = Communication Plan

\mathcal{E} =other independent variables which could affect Project Sustainability but not studied by the researcher (random error term)

Given the above coefficients the Multiple Regression Model could be written as follows.

$$Y = 0.66 - 0.015 X_1 + 0.203 X_2 - 0.023 X_3 + 0.826 X_4 + \mathcal{E}$$

From table 4.4 above, what the results mean is that 98.1% of the variance (R-Square) in Project Sustainability has been significantly explained by the four independent variables (Partner Capacity Building Plan, Assets Disposal Plan, Risk Register Management Plan and Communication Plan) while the remaining 1.9% are other predictors not studied by this research (\mathcal{E}) The next table 4. 5 titled coefficients helps us to see which among the four independent variables are significantly in explaining the variance in Project Sustainability.

If we look at column significant we see that Assets Disposal Plan and Communication Plan are significant at 0.05 level ($p < 0.05$) therefore, hypotheses two and four are substantiated. However, if we look at column Beta under Standardized

Coefficients, we see that the highest number in the beta is 0.81 for Communication Plan which is significant at the 0.05 level ($p < 0.05$). The positive beta weight indicates that if Project Sustainability is to be increased, enhancing Communication Plan is necessary.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the conclusion and recommendation drawn from the study and limitation of the study and suggestions of area of further research. The general research objective of this study was to assess the role of Transition Plan on Project Sustainability with reference to the Kwamtoro ADP in World Vision Central Cluster, Dodoma, Tanzania.

5.2 Conclusion and Recommendation

Of the four hypotheses tested, two were substantiated and two were not. From the results of multiple regression analysis, it is clear that Assets Disposal and Communication Plans are the critical factors in explaining Project Sustainability, Hence whatever is done to increase Assets Disposal and Communication Plans will help to increase sustainability of the project. Having the plan in place and implementing the plan are two different thing, so through preliminary investigation it was revealed that the plans are in place due to the requirement of the donor but are not implemented, in this regard monitoring and evaluation need to be strengthened to make sure that all the plans are implemented as agreed by the donor.

Increasing Assets Disposal and Communication Plans will help to increase sustainability of the project, but the fact that 98.1 percent of the variance in Project Sustainability was significantly explained by the four independent variables

considered in this study still leave only 1.9 percent to be explained which is very small. In other words, almost all the variables that are important in explaining Project Sustainability under Transition Plan concept were considered in this study. So further research might be necessary to explain more of the variance in Project Sustainability apart from Transition Plan but rather to Local Ownership, Partnering, Local and National Advocacy and Households and Family Resilience if the practitioners wishes to pursue the matter further.

Communication Plan was a moderating variable that has a strong contingent effect on the independent variables and dependent variable relationship, in other words if all the plans for project sustainability are in place without communicating them to the intended users will be useless and that is why communication plan has the positive beta weight which indicates that if Project Sustainability is to be increased, enhancing Communication Plan is necessary. The researcher further recommend that the Project Managers should make sure that there are adequate inclusion of fundamental requirements for sustainability into designs, investing and support given to ensure such requirements are met during implementation, and put sufficient effort to monitor and evaluate progress in this area.

5.3 Limitation of the Study

Kombo and Tromp (2006) defines limitation of the study as a section that indicates challenges anticipated or faced by the researcher during the study. Transport and communication difficulties, financial and time constraints somehow limited the effectiveness of the study in one way or another, however, researcher used his level

best to encounter these challenges. Due to the structure of the ADP some respondents selected from the sampling frame were coming from various villages that comprises 12 villages of the ADP composition, hence the researcher and his team were required to travel a long distance to follow the respondents and when were not present then call back mechanism was used.

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APPENDICES

APPENDIX I: Questionnaire

Dear Participants,

This questionnaire is designed to study the role of transition plan in project sustainability. The information you provide will help us better understand the important of transition plan in the project sustainability. Because you are the one who can give us a correct picture on how the Kwamtoro ADP has been sustainable since its close up in 2015 I request you to respond to the questions frankly and honestly.

Your response will be kept *strictly confidential*. Only members of the research team will have access to the information you give. In order to ensure the utmost privacy, we have provided an identification number for each participant. This number will be used by us only for follow up procedures. The numbers, names, or the completed questionnaire will not be made available to anyone other than the research team. A summary of the results will be shared to you after the data are analyzed.

In this regard, I request that you assist my study by completing the attached questionnaire which takes not more than ten minutes of your time to answer. Please be free to ask for more clarifications if nay to +255755895586

Thank you very much for your time and cooperation. I greatly appreciate your help in furthering this research endeavor.

SECTION A: Demographic Information

Please circle the number(s) representing the most appropriate response(s) for you in respect of the following items;

1. What is your role in the community
 - i) Community Health Worker –CHW
 - ii) Village Health Committee member -VHC
 - iii) Civil Voice and Action member –CVA
 - iv) ADP Committee member
 - v) Civil Society Organization member –CSO
 - vi) Commercial Producer Group member –CPG
 - vii) School Committee member
 - viii) Child Protection Committee member
 - ix) Saving for Transformation member-S4T
 - x) Disaster Management Committee-DMC
 - xi) Village Chairperson
 - xii) Influential Person
 - xiii) Faith Leader
 - xiv) Health Facility Staff –HFS
2. What is your gender?
 - i) Male
 - ii) Female

SECTION B: Research Objectives

1. Partner Capacity Building Plan

Please indicate the level of agreement or disagreement on the following attributes/elements regarding the partner capacity building plan by cycling the number representing the most appropriate response

SN	Elements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
3	My organization actively seeks to collaborate with external partners to have a greater impact	1	2	3	4	5
4	WVT has quarterly meetings with partners	1	2	3	4	5
5	WVT provided financial acquisition capacity building	1	2	3	4	5
6	WVT provided capacity building on proposal writing skills so that they can look for fund from other donors and agencies	1	2	3	4	5
7	WVT facilitated networking and collaborations between community partners, government and other non-governmental organization	1	2	3	4	5
8	WVT linked partners to the Chemba district council and organize training to Income generating activities group members on product development, market identification, pricing, branding, packaging, advertisement and other entrepreneurial related skills	1	2	3	4	5
9	WVT linked partners to district authorities, organized and conducted training to representative's partners on management and leadership skills, loan management and repayment	1	2	3	4	5
10	Water user groups/committee were empowered and strengthened to manage and monitor water sources	1	2	3	4	5
11	Relevant training package were provided to nutrition groups and were associated or close to Village Health Workers who are well known and acceptable both in the villages and in the government health structure.	1	2	3	4	5
12	Capacity building on care for children, management of child abuse cases and referral mechanisms were provided	1	2	3	4	5

2. Assets Disposal Plan

Please indicate the level of agreement or disagreement on the following attributes/elements regarding the assets disposal plan by cycling the number representing the most appropriate response

SN	Elements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
13	Community were involved in assets disposal plan meetings to discuss how assets will be disposed	1	2	3	4	5
14	WVT took all the assets after project phase out	1	2	3	4	5
15	WVT and some institutions in the project area (schools, dispensary, court, village council committee etc) got assets during the disposal exercise	1	2	3	4	5
16	List of all assets to be disposed were communicated to the community with their current price	1	2	3	4	5
17	Community were informed to cross check/verify the assets disposal list one week before the day of disposing	1	2	3	4	5
18	Most of the assets were in the good condition	1	2	3	4	5
19	Assets disposal list were signed by WVT top authority (Cluster Manager, Operation Director, National Director etc)	1	2	3	4	5
20	Disposal of assets was done after a long time since project phased out i.e more than one year	1	2	3	4	5
21	Capacity building on assets management were given to the community before disposal	1	2	3	4	5
22	Most of the assets given to the the community during the disposal were in a good condition	1	2	3	4	5

3. Risk Register Management Plan

Please indicate the level of agreement or disagreement on the following attributes/elements regarding the risk register management plan by cycling the number representing the most appropriate response

SN	Elements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
23	WVT risk management team engaged stakeholders to get their input, and to factually define each risk to remove different and subjective perceptions of risk, so that the right, collective decisions are made when allocating resources to mitigate risks, and the right projects are put forward within the risk capacity of the organization	1	2	3	4	5
24	WVT in collaboration with the community had workshops to determine which risks are likely to affect a project and documented the characteristics of each risk	1	2	3	4	5
25	If the controls were not effective and efficient, there were modified	1	2	3	4	5
26	The risk register often recorded current controls and made recommendations for the implementation of additional controls	1	2	3	4	5
27	Risk control measures discussed at risk assessment workshops were described in the risk register as fully auditable controls	1	2	3	4	5
28	Ownership of core processes, key dependencies and risks was important, because it enables the risk management and audit committees to monitor actions and responsibilities	1	2	3	4	5
29	Activities of the risk manager, risk management committee, audit committee, internal auditors and others did not reduce local ownership of significant risks	1	2	3	4	5
30	The community representatives were made aware of their risk management responsibilities	1	2	3	4	5
31	The community representatives saw the risk register on at least a quarterly basis and more frequently if significant changes occur	1	2	3	4	5
32	All the information about a project's risks were put into a risk register to monitor and control them	1	2	3	4	5

4. Communication Plan

Please indicate the level of agreement or disagreement on the following attributes/elements regarding the communication plan by cycling the number representing the most appropriate response

SN	Elements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
33	There was a document which describes how specified stakeholders are to receive the messages which are essential to maintain their engagement in a project	1	2	3	4	5
34	There was an effective communications with internal and external stakeholders	1	2	3	4	5
35	There was a communication plan that show what information must be communicated throughout the project and beyond	1	2	3	4	5
36	There was a communication plan that show who needs to receive a certain information	1	2	3	4	5
37	There was a communication plan that show what the communication format should be and who should develop or present it	1	2	3	4	5
38	There was a communication plan that show when it is needed	1	2	3	4	5
39	There was a communication plan that show a list of communication types, with dates or frequencies, by which those audiences may obtain the information they need	1	2	3	4	5
40	There was a communications plan which identified that some meetings and reports were necessary, and describe how they will keep the project on track	1	2	3	4	5
41	There was a training needs analysis that describe education needs which become bases of plan for communication	1	2	3	4	5
42	Community were aware that communication plan is necessary for projects to succeed	1	2	3	4	5

5. Project Sustainability

Please indicate the level of agreement or disagreement on the following attributes/elements regarding the project sustainability by cycling the number representing the most appropriate response

SN	Elements	Strong Disagree	Disagree	Neutral	Agree	Strong Agree
43	Proportional of households with a year round access to sufficient food for family's needs has increased	1	2	3	4	5
44	Number of producer groups who sell their product collectively has increased	1	2	3	4	5
45	Proportional of households with diversifies food crops have increased	1	2	3	4	5
46	Proportional of parents/guardians actively participating and supporting their children literacy development has increased	1	2	3	4	5
47	Proportional of children currently attending after school literacy activities has increased	1	2	3	4	5
48	There is an increase number of children access and complete early childhood and primary education	1	2	3	4	5
49	There is an increased assess, use hygiene and sanitation facilities for defecating	1	2	3	4	5
50	There is an increased number of functioning wash committee formed or reactivated and trained, with fee collection system	1	2	3	4	5
51	There is increased number of people with assess to a basic (improved) drinking water source	1	2	3	4	5
52	There is a decrease of proportional of under 18 early marriage	1	2	3	4	5

53. What are your additional comments/recommendation you would wish to make on the importance of transition plan on project sustainability?

.....

Dear respondent, thank you very much for taking your time to participate in this study.

APPENDIX II: Work Plan

S/N	ACTIVITY	TIMEFRAME (2019)						
		May	June	July	Aug	Sept	Oct	Nov
1	Proposal Development	X						
2	Proposal Submission		X					
3	Data Collection			X				
4	Data Analysis and Report Writing				X			
5	Submission of Dissertation to the Dpt					X		
6.	Dissertation Oral Exm						X	
7.	Graduation							X

Estimated Research Budget

Items or activity	Unity or quantity	Cost TZS
Proposal development		
Stationeries	-Ream paper 2@10000	20,000
	-Photocopy and printing	60,000
Miscellaneous expenses (Communication costs Internet usage and transport)		120,000
Sub Total		200,000
Data Collection and Report Writing		
Transport to field area	In and out of town	500,000
Stationeries	-Ream paper 2@10000	20,000
	Photocopy and printing	100,000
Miscellaneous expenses (Communication costs Internet usage and transport)		200,000
Bindin		200,000
Sub Total		820,000
Grand Total		1,220,000