

ASSESSING THE EFFECT OF PROJECT ACTIVITIES ON ITS
SUSTAINABILITY AFTER ITS CLOSURE
A CASE STUDY OF: PROBA NGORORERO DISTRICT

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A Research project report submit to the Department of Entrepreneurship Technology Leadership and Management in the School for Entrepreneurship Procurement and Management in partial fulfilment of the requirement for award of the degree of Master's Degree of Science in Project Management of Jomo Kenyatta University of Agriculture and Technology.

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DECLARATION

This Research Project report is my original work and has not been submitted for examination in any other University.

Signature ----- Date-----

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This Research Project Report has been submitted for examination with our approval as University Supervisor

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Signature.....Date.....

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DEDICATION

This Research Project report is dedicated to my family which encouraged and assisted me to pursue this program and to my beloved country which promoted education.

ABSTRACT

This study aimed the purpose of the study is to Assess the effect Project activities on its Sustainability after its closure, using a case study of PROBA (Proximity Business Advisory) project, Ngororero District. The study set out to identify how the finances from PROBA business counselling, coaching and trainings organized lead to the sustainability of young entrepreneurs.

Rwandan local government project or organizations have taken it upon themselves to support young entrepreneurs through offering them finances, training on how to run the business, and materials given by the project among others, however the problem of sustainability has remained chronic where young entrepreneurs fail to run their business when the supporters' mission is over, because of the end of project funds. The study was set out to find out how PROBA encourage its members to work as a team to sustain their activities and to establish the relationship between the contribution of PROBA of Ngororero District and youth entrepreneurship sustainability after its closure. To make the study possible, a total of 60 respondents were chosen from 148 members of Ngororero District. The study used a descriptive design and base on Solvin method to calculate the sample size. Stratified random sampling technique was used to divide respondents into groups. Primary data was collected using a structured questionnaire that was prepared and administered by the researcher and duly filed by respondents while secondary data was collected by review of previous literature. Data was than analysed and tested using descriptive statistics Method Study found that finances provided by PROBA enabled the beneficiaries to start their entrepreneurial initiatives. Indeed the initiatives were attributed to the finances from PROBA.

There is still no need for more finances to strengthen the businesses further. There was evidence that despite the fact that the finances were sufficient to start the initiatives, there was still no need for more finances to sustain and strengthen the initiatives further. In the final analysis, since respondent indicated that: Businesses can run without further external support, Business can run without more training and coaching ,businesses can run without formation of new groups or even support from the existing groups, businesses can run without further counselling and mentoring, businesses have sufficient funds to sustain them, the study concludes that project activities like financial support, training and coaching, working in groups and counselling and mentoring have indeed led to sustainability of the project activities after closure of PROBA.

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ABBREVIATIONS AND ACRONYMS

AU: African Union

IFAD: International Fund for Agricultural Development

GDP: Gross Development Product

MINICOM: Ministry of Trade and Industry

PPPMER: Project pour la Promotion des Petites et Micro Entreprises Rurales

PROBA: Proximity Business Advisory

UNIDO: United Nations Industrial Development Organization

SACCOs: Saving and Credit Cooperatives

SMEs: Small and Medium Enterprises

SPSS: Statistical Package for Social Sciences

WHO: World Health Organization

Definitions of Terms : Sustainability, Finances, Entrepreneurs.

A project is a one-time, multitask job with a definite starting point, definite ending point, a clearly defined scope of work, a budget and usually a temporary team.’ Lewis, (2001)

Sustainability means providing long-term solutions to community needs that the beneficiaries can maintain after grant funding ends. Here are six steps that can make your project sustainable:

1) Assess community needs

Have local sponsors conduct a thorough assessment to identify a community need that the sponsors can address in a way that fits beneficiaries’ values and culture. Involve multiple community partners in the planning process.

2) Use local materials

Purchase equipment and technology from local sources when possible. Be sure that spare parts are readily available. Involve community members in the selection of technology and equipment, and train them to operate, maintain, and repair it on their own.

3) Identify a local funding source

Confirm the existence of a local funding source to support a project’s long-term operation, maintenance and repair. Compensate the project’s suppliers and vendors appropriately so they will have an incentive to continue providing services.

4) Provide training, education, and outreach

By providing training, education, and community outreach you will strengthen beneficiaries’ ability to meet project objectives. Confirm that there is a plan in place to transfer knowledge to new beneficiaries. Collaborate with local agencies and organizations to supply needed expertise.

5) Motivate beneficiaries to take ownership

Provide incentives for beneficiaries and project participants to continue their support. Identify individuals willing to lead beneficiaries in sustaining project outcomes. Prepare the community to assume ownership of the project once grant funds are expended.

6) Monitor and evaluate

Develop clear and measurable project objectives, and identify methods for collecting project data. Establish baseline data that can be used to demonstrate significant change for at least three years.

Finance is the management of money and other valuable, which can be easily converted into cash.

Finance is the procurement (to get, obtain) of funds and effective (properly planned) utilization of funds. It also deals with profits that adequately compensate for the cost and risk borne by the business.

Entrepreneur is someone who exercises initiative by organizing a venture to take benefit of an opportunity and, as the decision maker, decides what, how, and how much of a good or service will be produced.

An entrepreneur supplies risk capital as a risk taker, and monitors and controls the business activities. The entrepreneur is usually a sole proprietor, a partner, or the one who owns the majority of shares in an incorporated venture.

According to economist Joseph Alois Schumpeter (1883-1950), entrepreneurs are not necessarily motivated by profit but regard it as a standard for measuring achievement or success. Schumpeter discovered that they

1. Greatly value self-reliance,
2. Strive for distinction through excellence,
3. Are highly optimistic (otherwise nothing would be undertaken), and
4. Always favor challenges of medium risk (neither too easy, nor ruinous).

CHAPTER 1

INTRODUCTION

1.1 Background

Youth definitions are contextual, depending on the social, cultural, political and economic environment. According to Durham, Deborah (2000), the concept “youth” is a “social shifter”, it is a relational concept situated in a dynamic context, a social landscape of power, knowledge, rights, and cultural notions of agency and personhood. The experiences of youth in various socio economic and political conditions and their outcomes largely define youth.

Certain experiences such as war, conflict, poverty and the HIV/AIDS pandemic blur the social divide between youth and adult. Within these environments, young people constantly cross the frontier between childhood and adulthood, as they actively create and recreate their roles in the face of changing conditions (Boeck and Honwana, 2005). While these views construct youth as a fluid concept, other definitions look at youth as static category in the society, with distinctive responsibilities based on their age. Consequently, youth-hood is viewed as a specific stage between childhood and adulthood when people have to negotiate a complex interplay of both personal and socio-economic changes in order to maneuver the “transition” from dependence to independent, take effective control of their own lives and assume social commitments (UNESCO, 2004). The United Nations defines youth as persons between 15 and 24 years. The World Health Organization (WHO) identifies three categories of youth adolescents (10-19), youth (15-24 years), and young people (10-24 years). The African Union (AU) considers youth as persons between 15 and 34 years. In Kenya, there are various aged-based definitions of youth. NYP defines youth as persons aged 15-30 years. This definition is universally accepted and applied by international agencies involved in youth programmes and activities.

In African countries, the participation of youth empowerment in small and medium enterprises is very encouraging and viewed as one of the prime contributor to the Gross development product (GDP) (Gurneet S., Rachel B, 2008). However, researchers revealed that youth entrepreneurs face many problems in establishing their own businesses; they lack abilities, skills and expertise in certain business matters. Many of the issues mentioned appear to relate to youth’s relative lack of exposure to the world of business Amzad H. Kamal N. Asif Z. Rana N. (2009). However,

many countries, especially developing countries can no longer be the sole supporter and ensure the sustainability of youth projects due to the increasing demands on governments to meet the needs of their citizens. That is why the PROBAS are taking active and complementary role in supporting youth entrepreneurs Lekorwe and Mpabanga, (2007). Consequently, the interest in youth empowerment projects has grown in many developing countries because the persuasion is that youth empowerment projects are more flexible, adaptive and quick to respond to peoples' needs than governments Likorwe and Mpabanga,(2007).

The government of Rwanda has not sufficient economic ability to solve all social and economic problems that is the reason why several local and international non-government organizations and government projects have been conducted and called upon for assistance to improve the welfare of its citizens, Private Sector Federation (2008). PROBA is a scheme designed to reach out to rural micro and small enterprises with the support of International Fund for Agricultural Development (IFAD) through PPPMER II Project (Project pour la Promotion des Petites et Micro Enterprises Rurales).

In this regards, Rwandan Project organizations have taken it upon themselves to support youth empowerment through offering them finances, training, and materials among others.

The training has been a blend of civic education and business Skills organized and delivered through collaboration with “Itorero ry’Igihugu” and other partners like the United Nations Industrial Development Organisation (UNIDO), the Rwanda Development Board, the Ministry of Defence, the Rwanda National Police, the National Unity and Reconciliation Commission, the Business Development Fund, the Association of Microfinance in Rwanda (AMIR) and the Rwanda Cooperative Agency

The Proximity Business Advisory (PROBA) Program has been developed as part of the PPPMER II project in MINICOM supported by IFAD to further develop and institutionalize technical, business and cooperative development activities developed by PPPMER

The PROBAs are small-scale entrepreneurs who offer business advisory services to SMEs. PROBAs are coaching and mentoring entrepreneurs at Umurenge level in business management using a voucher scheme operated with Umurenge SACCO. They work under RSME (Rural SME facilitators) contracted at each district. This RSME Facilitator does the coordination under the supervision of the District Vice-mayor for Economic Affairs.

The services offered by the PROBA scheme include:

- Training and coaching in business management e.g. accounting and bookkeeping, taxation, start-up business management, business plan writing, entrepreneurship, cash management, use of financial services, and marketing,
- Business counselling and mentoring,
- Technical training depending on the specialization of the PROBA.

It is on the basis of the above background that the researcher got motivated to assess the sustainability of PROBA activities after its closure using the case study of “PROBA“ located in Ngororero sector in Ngororero district with an overall mission to bring youth of this area to a good entrepreneurs of business performance.

1.2. Statement of the problem

PROBA scheme was gone a long way to bring business development services closer to rural entrepreneurs with presence in every Sector, He emphasized, adding that as those Proximity Business Advisors were supporting SMEs to create off farm jobs, they have to develop a spirit of patriotism, commitment, integrity and focus with a view to achieving the Vision 2020 targets.

According to the 2011 Establishment survey 52.3% are engaged in whole sale and trade and 27% are in accommodation and food services. The whole PROBA arrangement is expected to serve as a feedback mechanism to all stakeholders engaged in SME development to help partners provide meaningful and relevant support for entrepreneurship development across the country.

The Proximity Business Advisors (PROBA) undertake to ensure that local entrepreneurs have easier access to business services (training, coaching, business management and marketing, access to finance)

In this regards, Rwandan local government project or organizations have taken it upon themselves to support youth entrepreneurs through offering them finances, training on how to run the business, and materials given by the project among others, however the problem of sustainability has remained chronic where youth entrepreneurs fail to run their business when the supporters’ mission is over, Because of the end of project finds. Therefore, the problem facing by

the researcher in this study is on sustainability of beneficiaries of PROBAs of Ngororero District to run their activities if the interventions of this PROBA phase out supporting them?

1.3. Objectives

The General objective of the study is to assess the sustainability of PROBA project activities after its closure in Ngororero District

1.3.1. Specific Objectives

- i. To identify how the financial support given by PROBA contribute the sustainability of activities after its closure in Ngororero District.
- ii. To establish the effects of training and coaching organized by the PROBA on youth entrepreneurs sustainability.
- iii. To find out how working in groups contribute to sustainability of PROBA activities
- iv. To establish how business counselling and mentoring contribute to sustainability of activities after closure of project

1.4. Research Questions

1. How do supports given by PROBA contribute the sustainability of its beneficiaries to run their business after its closure at Ngororero District?
2. Does the training and coaching organized by the PROBA lead to entrepreneurs' sustainability by the beneficiaries?
3. How does working in groups lead to sustainability of PROBA activities after closure of project?
4. Does business counselling and mentoring lead to sustainability of project activities?

1.5 Justification

The study was benefited to the researcher as it was helped him to increase knowledge in sustainability of the project field, especially Activities supported by PROBA

To social interest, the study was show the community of Ngororero District how were working as a team benefit to beneficiaries of the team and was motivated those who have not yet joined the PROBA project.

To PROBA the study was provided information that can be used as a basis to evaluate their performance in using the available support facilities and that shows to what extent the stakeholders sustainable after its closure of project in Ngororero District and improvement was made.

Based on the results of this study, the government was taken strategies and draw policies on how to control and advice projects towards the sustainability of their beneficiaries based on information provided from data that was collected.

To the future researchers, the research findings were contributed to the existing theories on socio-contribution of assessing the sustainability of PROBA.

This means that the study was act as a source of reference, hence contributing to academic career of the researcher.

1.6 Scope

This study was used based on the sustainability of project process the three stages as are.

This study aim is discovering information about the assessing the sustainability of PROBA activities after its closure.

This study was used to carry out in PROBA located in Kazabe cell, Ngororero sector in Ngororero District of Western Province.

The study was focused on the sustainability of PROBA to promote its activities at Ngororero district considering a period of two years (2012-2014).

1.7. Limitations

In most cases, the researcher was confronted with a number of problems while conducting this research. The limitation of this study was mainly the one associated to subjectivity and feeling of responses where respondents viewed the research as forward exercise and purely academic work; hence they give responses without facts and evidence. On the other hand respondents could fear to exhaust the required information for the fact that the topic is sensitive to contributors' performance.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

When go aboard on research, there is a need to highlight what others have already covered in the field. This enables the researcher to know the area that have been left and therefore need to be closed. This chapter describes some relevant literature which is related to this study and a critical review will be made to show the gap that need to be exploited. It begins with the studies related to sustainability in general and youth empowerment specifically and then the relationship between the former and youth sustainability activities.

2.2. Empirical Review/ Literature on entrepreneurial projects

There is no agreement among authors regarding the definitions of Entrepreneurship.

Different authors tried to define it in different manners. This doesn't mean however that there are no common elements among authors. Some of the definitions are given below. According to Ponstadt (1998)

Entrepreneurship is the dynamic process of creating incremental wealth. This wealth is created by individuals who assume the major risks in terms of equity, time and/or career commitments of providing values for some product or service. The product or service may/may not be new or unique but value must be infused by the entrepreneur by securing and allocating the necessary skills and resources (p.9)

Furthermore, Timmons (1989) defined it in such a way that:

Entrepreneurship is the process of creating and building something of value from practically nothing. That is, it is the process of creating or seizing an opportunity and pursuing it regardless of the resources currently controlled.

It involves the definition, creation and distribution of values and benefits to individuals, groups, organizations and society. Entrepreneurship is very rarely a get rich-quick proposition (not short term); rather it is one of building long term value and durable cash flow streams (p.29)

In addition, Hisrich (2005 :) defined entrepreneurship as follows:

Entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence (p.2)

From the definitions given above, it is possible to conclude that in almost all of the definitions of entrepreneurship, there is agreement that we are talking about a kind of behavior that includes: (1) initiative taking, (2) the organizing and reorganizing of social and economic mechanisms to turn resources and situations to practical account, (3) the acceptance of risk or failure.

2.2.1. Entrepreneurship Overview

Todd, Rajshekhar G. Javalgi, (2007) recognized the importance of entrepreneurship in the global and national economy. Promoting innovation, supporting entrepreneurs, and providing necessary finance in the early stage of the business is essential to boost small and medium entrepreneurship (SMEs) presence globally. Governments and development organizations have taken keen interest in building small and medium-sized businesses.

According to Ven Sriram, Tigineh Mersha (2010), Entrepreneurship is lauded as an engine of economic development and job creation, with small and medium enterprises(SMEs) often creating most of the new jobs in many countries , especially in developing countries.

This journal identifies some important factors that contribute to the start-up and success of new business ventures in Africa, emphasizing that while personality factors such as individual drive and competency and availability of resources are important for the successful launch of a new business venture, effective government policy is also critical in promoting successful entrepreneurial initiatives. Ven concluded that, most African entrepreneurs believe that they have the requisite passion, energy, and determination needed to start and manage new businesses. However, they are constrained by scarcity of adequate start-up capital, stiff competition, lack of employees with the right skills, and difficulty in finding adequate facilities to start their business.

2.2.2. Factors that contribute to women entrepreneurship sustainability

a. Attitudes towards failure

Diamanto Politis and Jonas Gabrielsson (2004) emphasized on the positive attitude toward failure which might be a significant asset for entrepreneurs as it might help them to deal with and learn from their mistakes and to move forward. They indicate that the attitudes toward failure are not homogeneous among entrepreneurs. Rather, this attitude can, at least to some degree, be influenced due to new experiences and new information.

A prerequisite for coping effectively with failure is that the entrepreneur has a positive attitude towards the act of failing. A positive attitude towards failure can for example enhance the

willingness to learn from a failure situation and help gaining insights and changing mindsets so that mistakes are not repeated Cannon and Edmondson, (2005).

It can furthermore be argued that a higher failure acceptance stimulates entrepreneurs to pursue an explorative search for new possibilities where learning through experimentation becomes a central learning technique Politis, (2005).

b. Experience and Training factors

Cheung (2008) observed that entrepreneurs often lack experience in and training for the management of their businesses. As a result, they cannot meet the future needs of society.

Ahmad (2009) adds that factors that hamper small business growth include a lack of abilities and skills. Many business owners failed to run their enterprises due to lack of management skills, they start businesses because they have anything to do.

Ihua (2009) reports that one of the serious constraints on small business growth is a lack of management skills, which results in the poor management actions taken by small business owners.

c. Financial factor

Bowen et al. (2009) argued that a lack of credit is one of the serious constraints facing small businesses and contributes to poor small business growth.

They confirmed later that small business growth is delayed if proper financing is not available. As a result, they have poor credit records, which lead to poor cash flow. These factors constitute a real threat to small business growth.

Kamal Naser, Wojoud Rashid Mohammed, Rana Nuseibeh (2009) also focused on financial support from the non-governmental organizations especially in the start-up capital as an important factor that motivates women to establish their own business.

d. Infrastructure factor

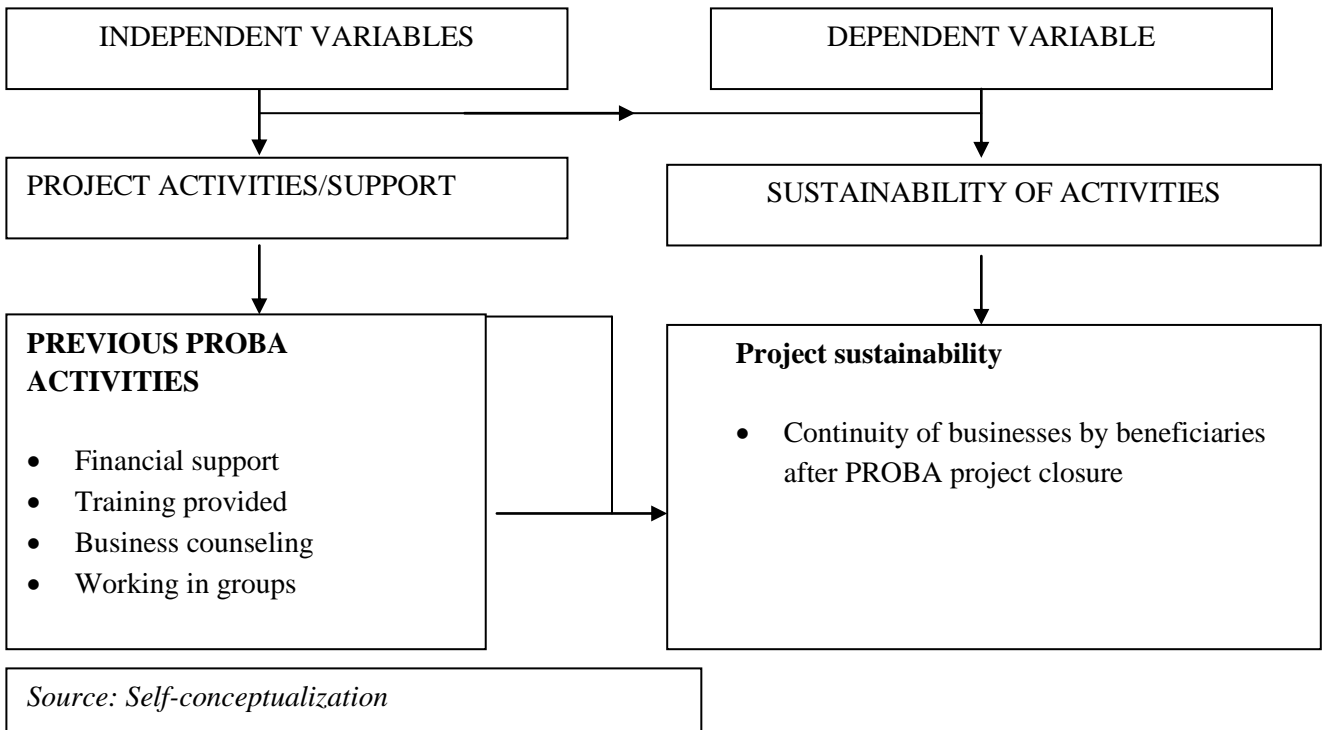
Ejembi and Ogiji (2007) have found that poor infrastructure hampers small business growth.

Chong (2008) explained that a lack of information and communication technology can lower customer satisfaction and seriously limit growth in small businesses. Bowen et al. (2009) argued that infrastructure, as it relates to the provision of access roads, adequate power, water, sewerage and telecommunication services, poses a serious challenge to small businesses. They report that poor or inadequate infrastructure delays small business growth. Before you start a business, think to location in reference to the accessibility, communication and availability of materials.

2.3 Conceptual frame work

In this study, effects of project closure have been conceptualized by the researcher to have an effect on sustainability of project activities. Effects of project closure have been postulated to be independent variables, while sustainability of project activities are the dependent variable that are affected by the effects of project closure as in the conceptual framework illustrated below.

Conceptual Framework



2.3.1 Factors Necessary for Project Sustainability

Of all the stage in the development investment cycle, its during project identification when the basic outline is set, that the most sustainability impact on sustainability can be made, making change later in difficult. Development managers should understand the factors that promotes sustainability so they can make good judgments at the star about what loans and grants to make (Atkinson, 2004)

Client –Responsive Services

To develop an enduring constituency for benefits continuation, the specific project benefits must address a recognized need of the target population.

Therefore, deciding on which benefits to deliver is predicated upon identifying the target audience and selecting from that audience information about that what benefits they desire. Needs are not stagnant however therefore, benefits should be designed with sufficient flexibility to respond and adapt to changes in demand (Khan and Hassain, 1992).

Strategic Management Capacity

Implementing organizations and the people who staff them are crucial influence on whether or not benefits continue. Individuals, supported by the organizational culture and standard operation procedures, need to recognize and work towards long term objectives, acknowledge and account for opportunities and threats in the external environment, and adapt the organization and its products to continually meet involving needs.

Although many external factors are beyond the direct control of project managers, they greatly influence whether benefits was sustained such factors include the policy and legal framework, bureaucratizes, culture and procedures, social norms, and economic and political their environment conditions, in some cases, project managers may be able to influence their environment to make it more hospitable. In instances where the environment is less amenable to change, project design should acknowledge and accommodate potential constraint

(Bamberger and Cheema, 1990)

Adequate Resources

Benefits will not be produced without adequate resource financial, human natural and technical to sustain them, since development projects typically provide financial and often human and Technical resource, benefits cannot continues post project unless resources have been transferred to or can be acquired by the appropriate host-country organization , natural resource are finite and must be used responsibly to ensure their continued availability for the development of future generation (Khan and Hassain 1992).

Project sustainability also involves developing programs a projects based on a thorough understanding of the situation in which an intervention is planned, to involve stakeholders in a participation process of program or project design and evaluation, to develop a set of clear logical objectives that can realistically be achieved within a particular time frame and within an allocated budget and which was made a significant and sustained contributions to high level development objectives to make explicit the cause and effect(means ends) relationship and external factors that underpin the program or project and which must hold true if planned

activities are going to lead to desired results and impacts and to establish and Monitoring and evaluation system including.

Indicators, which was show if the objective have been achieved and provide information to support effective management and teach (Atkinson, 2004)

A supportive institutional environment assesses what institutional vehicle will best be able to deliver benefits over the long term and they plan how to put that institution in place over the next few years. Another institutional aspect relates to the larger policy context and the need to create and maintain stakeholders' incentives to provide resource to the project.

2.3 Critical Review Literature relevant of the study

The Researcher made the critical review of the existing literature about the assessing the effect of project activities on its sustainability after closure. So as to identifying the gap that was left out by the previous researcher in order to identify how it can be closed.

According to Bamberger and Cheema, 1990) project sustainability is a major challenge in many developing countries. Large numbers of projects implemented at huge cost often tend to experience difficulties with sustainability.

All major donors, such as the World Bank, the Asian development and the bilateral aid agencies have been expressing concerns on the matters. According to several recently conducted studies, while the trend with implementation is showing significant improvement the trend with post implementation sustainability is rather disapproving increasingly, fewer projects are being sustained (Kerzner, 2001)

Nothing was mentioned about the attributes of project sustainability thus creates a knowledge gap that the researcher feel should be closed by carrying out the research on assessing the effect of project activities on its sustainability after closure.

2.3.1 Project Closure

Whether because they reached their planned end, or whether they have been closed prematurely, projects are always temporary in nature and for this reason the PM must make sure a controlled and structured closure takes place before the Project Board is sent the request to officially declare the project closed. Project closure activities cover a range of tasks, both from a management and a delivery point of view.

As part of the final delivery stage the closing activities will need to be planned within the last stage's plan. Any resourcing requirement for this last stage should be sought at the time of requesting authorization for the final delivery stage (within the Stage Definition and Planning process).

The core objective of this process is to provide a fixed and controlled point where:

- Products are handed-over to the appropriate interested parties, customer acceptance is confirmed and achievement of the Project objectives and any already achieved benefits can be confirmed.
- The Project's performance is assessed and Project Closure can be requested

Within the PM4SD approach model the closing activities must also ensure that the Sustainability objectives have been met and that actions and responsibilities are in place to continuously monitor the post-project impact throughout the product's life span.

This means making sure that together with the Benefit Review Plan, arrangements have been made to perform post project activities such as those described in the Corporate or Programmes Benefit Realisation plan and that any policies governing the Sustainability aspects of the projects are in place and are being monitored/maintained by the appropriate bodies.

Post-project actions aimed at confirming and achieving long term strategic benefits and sustainability are part of the higher corporate/programme blue print and was approached in the "Benefits" section.

2.3.2.1 Prepare Project Closure and Hand-Over Products

Before a project can be closed the PM must make sure the objectives have been met and all expected results have been achieved. At the same time, all the project documentation must be reviewed and updated with the latest data in order to provide a complete assessment of the project performance. At the same time, any actions or recommendation that was applicable after the project is closed must be identified and the appropriate documentation prepared, while all other project documents are closed and archived for audit purposes. If the closure is a planned one the PM must also prepare for a controlled and formal hand-over of the products to the

clients/stakeholders and must ensure that any relevant maintenance and operational agreements are in place. This hand-over to the operational environment must take place before the Project Board can officially declare the Project closed.

2.3.2.2 Evaluate the Project and Request Project Closure

The project performance must be assessed to ascertain to what extent the management activities have resulted in a successful (or unsuccessful) outcome. Experiences gained and lessons recorded during the project will provide data for this assessment. For the continuing improvement of the organization and the benefit of future projects the lessons learned must be suitably recorded, disseminated and made accessible for future use.

One of the simplest ways for the PM to perform an end project assessment is to analyze the project's actual performance against the planned objectives. By comparing various versions of the PID and plans the PM can provide summary of the performance of the project. This will include an assessment of the metrics used to measure the success of the project. Once this evaluation has been carried out the PM will send all necessary documentation to the Project Board requesting an official closure of the Project.

The last phase of the project life cycle project closure phase is an important stage in the lifespan of a project and requires due diligence (De, 2001).

De (2001) and Dvir (2005) stress that that like all the other phases of project life cycle project closure should be properly planned and budgeted. Gardiner (2005) hits the right note with the point that project closure begins during the project planning and not at the end of the project. Gardiner (2005) extends it to mention that closure activities should be carried out throughout the lifecycle of the project to ensure that the project can be closed properly. The project closure combines two procedures commissioning of the project deliverables and documentation of all experiences in the project' (Gardiner, 2005).The project closure is foreseeable but how it is handled and when it is handled have a huge effect on the success of the project (Hormoziet al.2000).Project closure for an IT project means that the information system has been built and is ready to be handed over to the customer(Cadle & Yeates, 2004)Cade and Yeates (2004) further add that at this stage the requisite technical documentation, user manuals, testing, and training should be finished. McManus and Wood Harper (2003) write that in the context of an IT

project this last stage can be considered as part of project delivery and present the process of project closure.

2.3.3 Components of project closure

Sanghera (2006) and Richman (2012) mention that there are two components of project closure administrative closure and contract closure Administrative closure refers to the activities related to getting acceptance for project, quality analysis of the project, maintaining knowledge. The authors elaborate that administrative closure also includes identifying who was perform what task. Sanghera (2006) provides the details of the input to and the output of project closure and the tools & techniques used during the closing process. The authors write that if there is a contract associated with the project then contract closure is related to settling down the contracts associated with the project. For contract closure two objectives have to be accomplished close the contracts, and receive/issue verification that the deliverables were received and accepted.

The contract closure process has been illustrated in the figure below Sanghera. (2006)

2.4 Summary

The review of related literature from different scholars and authors revealed that the numerous constraints have limited youth access to a meaningful business experience; in addition youth generally lack the necessary resources for starting and developing their own businesses.

As youth entrepreneurship is an emerging sector in the global business environment, support is a potentially important means of raising the level of entrepreneurship in society overall.

Youth entrepreneurs in Rwanda need to be recognized as an important unit contributing to the economic growth of the country which needs to be assisted in order to perform their business.

But still the effect of projects activities afters closure and sustainability is not fully investigated.

The main objective of the researcher in this study is to assess the sustainability of Proba project activities after closure in Ngororero District.

2.5 Research gap

The literature has revealed that many studies have been done concerning Assessing the effect of project activities on its sustainability of after activities. Also the literature has shown much on the issues sustainability youth entrepreneurs in Ngororero District and the obstacles faced. However, these studies lack detailed information on assessing the effect of project activities on the sustainable after closure plays in achieving innovation on the new and existing micro and small enterprises. This work was a humble attempt to fill this knowledge gap.

CHAPTER 3

RESEARCH METHODOLOGY

This indicates show how data was collected the population that was used on this study, the design used to analyse as well as to how data was interpreted and the conclusions was arrived. (Creswell1994). Issues of methodological approach was summarized in the study under separate sub headings of research design, population, sample size and sampling procedures, instrument of study, data collection, data analysis and interpretations.

3.1 Research Design

The researcher has used a descriptive research design, where qualitative and quantitative approach has been used. The qualitative method was used for the data collected using interviews. The quantitative method was used to prove the statistical figures and Chi-Square test. The data from respondents was used extracted using questionnaires and interviews

3.2 Population

Martin E. Amin (2005) defines a population as the aggregate or totality of objects or individuals, having one or more characteristics in common that are of interest to the researcher and where inferences are to be made. The target population of this study was composed by the total number of 148 beneficiaries of PROBA in Ngororero District

3.3 Sampling Frame

Sampling is the process of selecting elements from the total population. The sample should be a representative of the total population whereby most characteristics of the population are represented in the sample selected (Martin, E. 2005).

The selection of the respondents was based on probability sample random sampling where each member of the population has an equal chance of being selected was used while conducting the research.

3.4 Sampling Technique

For Martin E (2005), the sample size is the number of people or objects in the selected sample. It is also recommended that researcher use the largest sample possible because statistics calculated from a large sample are more perfect. The larger the sample, the more likely are its mean to be representative of the mean of the target population.

3.4.1 Sample Size

The sample size of this study was 60 respondents calculated on the base of solving method. Solvins formula has been set as follows:

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

Where N = Total Population

n = Sample size

e = the margin of error

N=148

e=0.1

$$n = \frac{148}{1+148(0.1)^2}$$

$$n = 60$$

From the above calculation, it could be concluded that the totals of sample size was equal to 60 respondents.

3.5. Instruments

The technique that was used to select the respondents was random sampling where beneficiaries of the section was chosen randomly, meaning that they have equal chance of being selected to represent the whole population. According to Ojacor Alex (2006), the principle of stratified random sampling is to divide a population into different groups, called strata, such that each element of the population belongs to one and only one stratum. It ensures that each different groups of the population are represented in the sample.

3.6 Data Collection Instrument

To make this research successful, the data to be collected was include both primary and secondary data.

To collect primary data, the researcher was used a questionnaire as data collection instrument to obtain the information that relates to the opinions, perceptions, intensions, and thoughts of beneficiaries of the PROBA about the socio-economic assessing the effect of project activities on its sustainability after closure of PROBA

The questionnaires was used initially prepared in English and was include scale design, dichotomous, closed ended as well as open ended questions, for easy administration and securing clear responses.

The data that has already been collected and analysed by someone else (secondary data) from text books, journals, magazines, reports, dissertations of other students and internet materials was considered as secondary source of data which will make my research factual and complete.

3.7 Data Processing and Analysis

The raw data collected from primary sources by the original work of the researcher with information that is not clean or interpreted by a second party was gathered by the researcher for analysis. The data (views) from respondents was categorised into themes upon which detailed explanation was based.

First field notes was taken from respondents and summarised into daily reports that was used to develop a summary sheets detailing data collected.

Secondly, a report was drawn from summary sheets and was used for final report findings.

Third, systematic analysis was adopted to have in-depth insight into data collected and identify which required more information before producing the final report.

To ensure that all answers are coherently and logically recorded to provide consistent information in order to facilitate the understanding of phenomenon and cross check the data collected, the processes of editing and coding was considered.

Once data was edited and coded, they was statistically treated and drafted in tables, the statistical package for social sciences was used to produce results that was further interpreted in chapter four.

Moreover, in reference to four objectives of the study defined above, was analysed as follows: The first, second, third and four objectives was analysed using descriptive statistics method where frequencies, percentages, in responses to research questions was drawn.

3. 8 Validity and Reliability

Reliability and validity is an important aspect in any research to be able to make a contribution. To have result being reliable the result should be able to be replicated and have almost the identical outcome. Reliability can be measured by doing the same test twice or using different methods to get the same results Saunders et al. (2009)

Validity refers to the ability to measure what something is supposed to measure. The accuracy of a study or test in a research needs to be valid if the results were of any significance. If a result can be properly referenced and there is good evidence of the outcome then you have validity in a form. In our study we want to have both reliability and validity to the most extent. By doing the

same type of data collection on different subjects we can have a sort of consistency in our work and also try to use both primary and secondary data sources.

According to Amin (2005), validity refers to the degree to which an instrument measures what it is intend to measure. It is in this line that the researcher ensured the validity of the instruments by making sure that questions or items are set in a simple and understandable language which the respondents was able to answer without any difficulties.

3.9 Ethical Consideration

During this research the researcher was honest in research valid research problems and exercise academics freedom to discuss findings. As person of integrity, the research was not being undertaken for personal gain or the research had no effect on others and the information from respondent was treated with confidentiality.

CHAPTER 4

RESEARCH RESULTS AND DISCUSSION

4.0. Introduction

This chapter brings out the research results and discussions. Data is hereby presented in line with the methodology of the study described in chapter three above while the discussions are guided by the results of the study.

4.1 Presentation and Discussion of the Data

4.1.0 Demographic characteristics of respondents

4.1.1 Sex of respondents

Table 4. 1: Gender of Respondents

	Frequency	Percentages	Mean
male	38.00	63%	38.0000
Female	22.00	37%	22.0000

Source: Field data (2015)

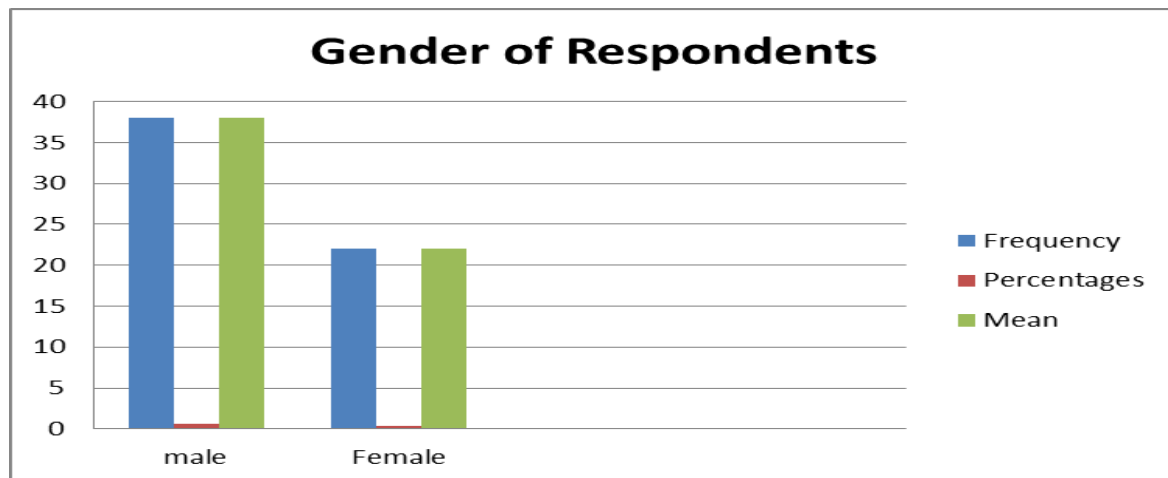


Figure4. 1: Sex of respondents

The study considered both the male and female respondents. Males made up 63% while females made up 37%. The figure 4.1 and Table 4.1 shows percentage distribution of respondents by sex.

This data shows that the most beneficiaries of PROBA were males and that only a few females benefited from the program. Basing on the current global debates on gender balance in all development initiatives, it can be argued that PROBA needed to have more female beneficiaries for the program.

4.1.2 Age group of respondents

Table4.2: Age group of Respondents

Age Group	Frequency	Percentages	Mean
15-20	15	25%	15.0000
21-29	23	38%	23.0000
30-39	20	33%	20.0000
60+	2	3%	2.0000

Source: Field data (2015)

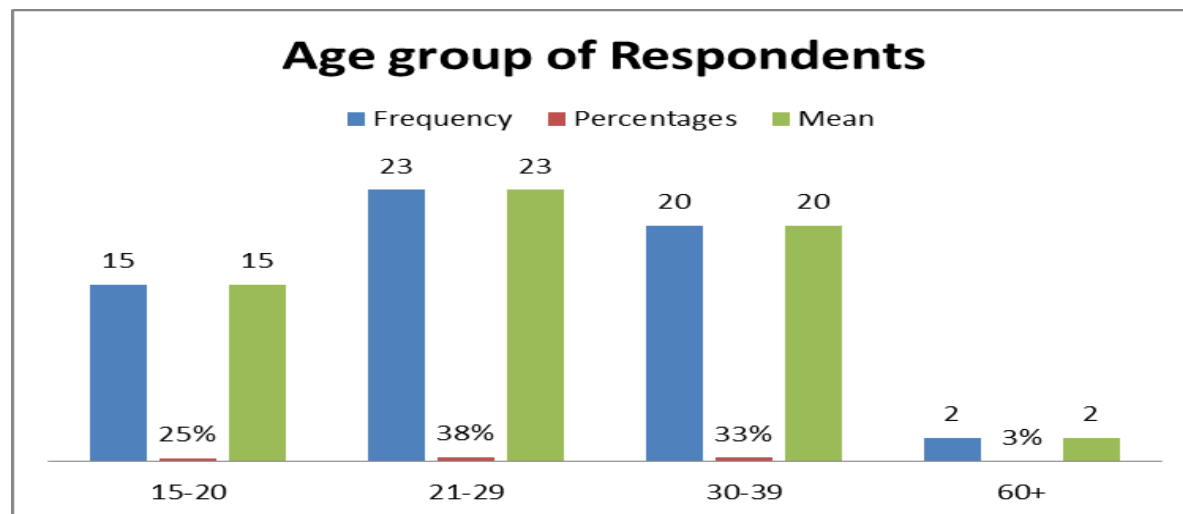


Figure 4.2: Age of respondents

In analysing the age of respondents, the researcher categorised age in groups as follows; 15-20, 21-29, 30-39, 40-49, 50-50, and 60+. Findings reveal that there were no respondents aged

between 40 and 59. All respondents actually sampled and interviewed were mainly between 21 and 29, these were represented by 38%, and another category aged between 15 and 20 were represented by 25% while those aged 30-39 were represented by 33%. It also needs to be noted that there were no any respondents aged between 40 and 59 and this age group was therefore eliminated from the analysis. Table 4.1 and Figure 4.2 show the age group of respondents.

Taking into account the fact that the respondents were PROBA beneficiaries, one may argue that the program’s main beneficiaries were youth aged 21 to 29. This is ok since PROBA mainly interested itself in youth as its beneficiaries.

4.1.3 Level of education of respondents

Table4.3: Education of Respondents

	Frequency	Percentages	Mean
primary	5	8%	5.0000
secondary	25	42%	25.0000
college	7	12%	7.0000
university	23	38%	23.0000

Source: Field data (2015)

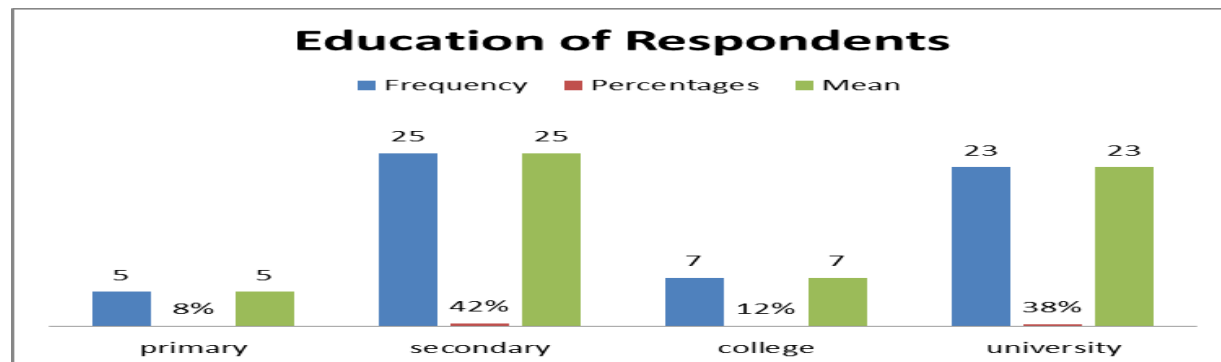


Figure4.3: Education of respondents

The level of education of respondents was also analysed. The researcher considered primary, secondary, college and university levels of education as units of analysis.

Findings of the study show that majority of respondents were secondary school graduates (42%), followed by university graduates (38%). Figure 4.3 below shows the percentage distribution by level of education of respondents.

It also seems clear that most PROBA beneficiaries were secondary school graduates. This also clearly reflect that people aged 21 to 29 are actually in secondary school or university/collage in actual cases. This again conforms to the fact that PROBA interested itself in youth during its programming.

4.1.4 Marital status of respondents

Table4. 4: Marital status of respondents

	Frequency	percentages	Mean
married	28.00	47%	28.0000
single	30.00	50%	30.0000
divorced	2.00	3%	2.0000

Source: Field data (2015)

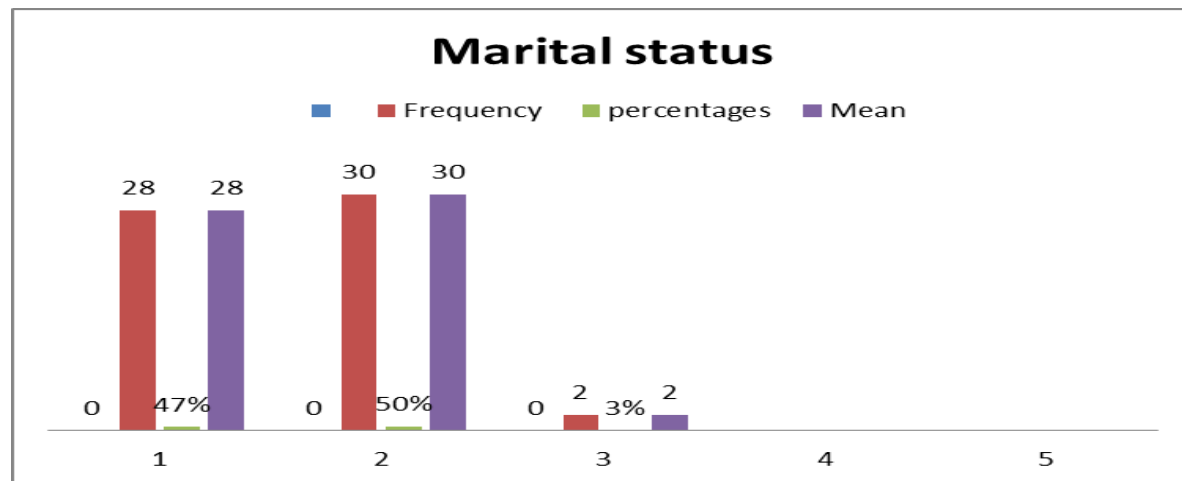


Figure4.4: Marital status of respondents

The researcher further analysed the marital status of respondents. The researcher categorised the potential statuses as single, married, divorced and widowed. Findings show that there was no

respondent that had been widowed and only 3% had been divorced. On the other hand 47% were married while 50% of the respondents were single.

Probably the rate of early marriage can be said to be low if findings of this study are to be generalised. Most respondents aged 30 to 39 were actually the ones that were married while those aged below 30 were mainly single.

4.2.0 Financial support given by Proba contributes the sustainability of activities

4.2.1 Financial support sufficiency

Table 4.5: Finances Sufficiency

	Frequency	percentages	Mean
Strongly agree	28	47%	28.0000
agree	27	45%	27.0000
Not sure	1	2%	1.0000
disagree	2	3%	2.0000
Strongly disagree	2	3%	2.0000

Source: Field data (2015)

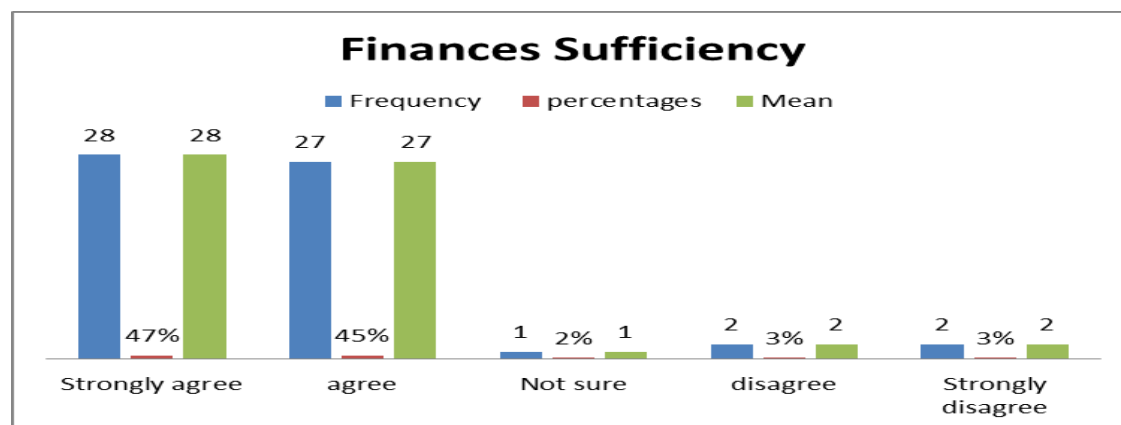


Figure4.5: Finances were sufficient

The researcher took an analysis of the finances provided by PROBA to the beneficiary groups. Respondents were asked if the finances provided by PROBA were sufficient. Findings reveal that 47% strongly agree that the finances were sufficient, 45% agree that the finances were sufficient. This implies that the finances were sufficient as only 3% of the respondents disagree.

Financial sufficiency is one thing and sustainability is another altogether. The researcher will later do an analysis that shows the relationship between the finances and sustainability. But generally the respondents agreed that the finances provided by PROBA were sufficient.

4.2.2 Financial support helped establish business

Table4 6: if Finances helped establish business?

	Frequency	Percentages	Mean
Strongly agree	22	37%	22.0000
agree	30	50%	30.0000
Not sure	5	8%	5.0000
disagree	1	2%	1.0000
Strongly disagree	2	3%	2.0000

Source: Field data (2015)

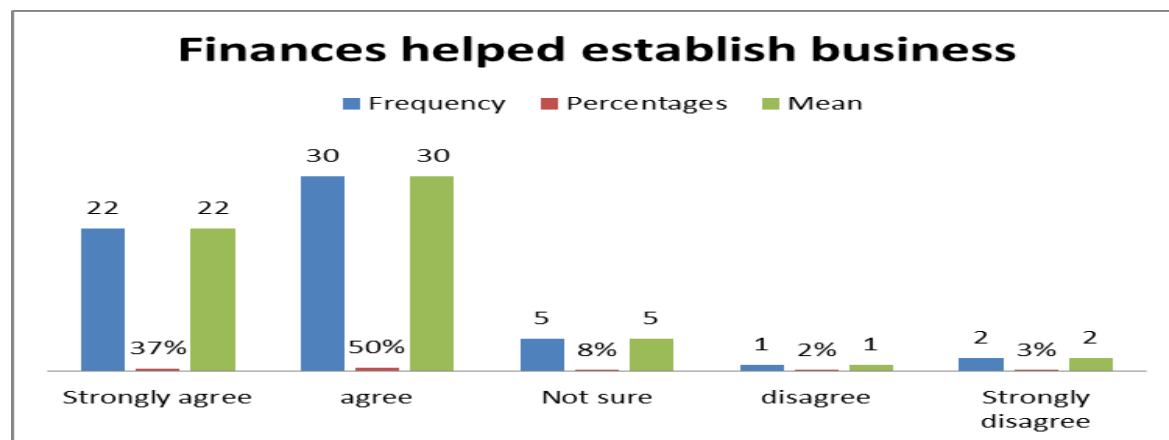


Figure4.6: Finances helped establish businesses

The researcher also inquired on whether the finances provided by PROBA helped the beneficiaries establish their businesses. Beneficiaries were asked whether they agreed to the statement that the finances provided by PROBA were sufficient. Findings reveal that 37% of the respondents strongly agree to the statement, 50% agree, 8% were not sure while only 2% strongly disagreed. This means that clearly the finances provided were sufficient to establish their business.

Respondents generally attributed the institution of their businesses to the financial provision by PROBA. This means that the project was effective in enabling the beneficiaries to establish their businesses.

4.2.3 Need for more financial support

Table 4. 7: Need for more financial support

	Frequency	Percentages	Mean
Strongly agree	10.00	17%	10.0000
agree	15.00	25%	15.0000
Not sure	25.00	42%	25.0000
disagree	8.00	13%	8.0000
Strongly disagree	2.00	5%	2.0000

Source: Field data (2015)

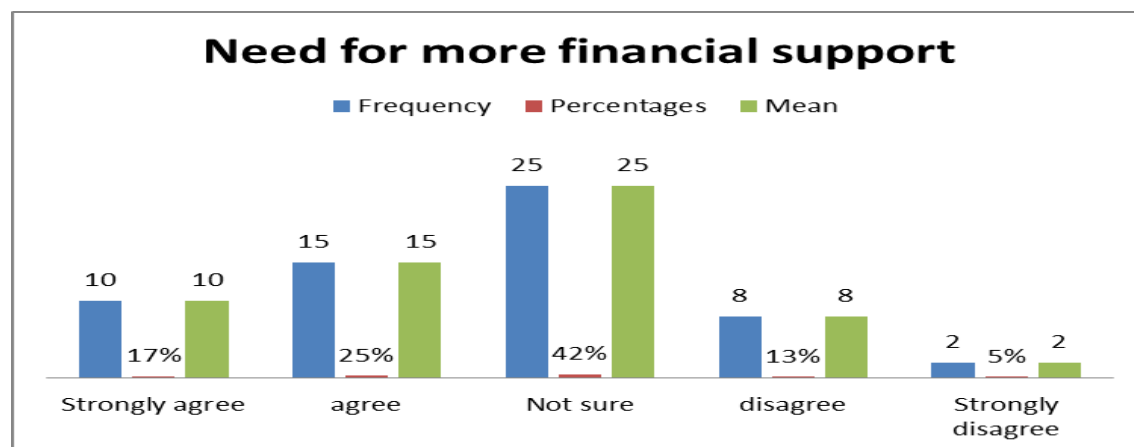


Figure 4.7: Need for more financial support

The researcher also sought to find out if there was need for more funding for the businesses according to the respondents view.

Respondents were therefore asked to give their views on whether there was need for more funding. Findings from the study show that; 42% agree that there was no need for more funding while only 13% disagree that there was need for more funding.

Generally extra money is needed majority of respondents were however not sure if they needed more money or not, however extra money would be a welcome for the expansion of a business.

4.2.4 Business survival

Table4. 8: Business Survival after Funding from Proba

	Frequency	Percentages	Mean
Strongly agree	21.00	35%	21.0000
agree	27.00	42%	27.0000
Not sure	7.00	12%	7.0000
disagree	4.00	6%	4.0000
Strongly disagree	1.00	2%	1.0000

Source: Field data (2015)

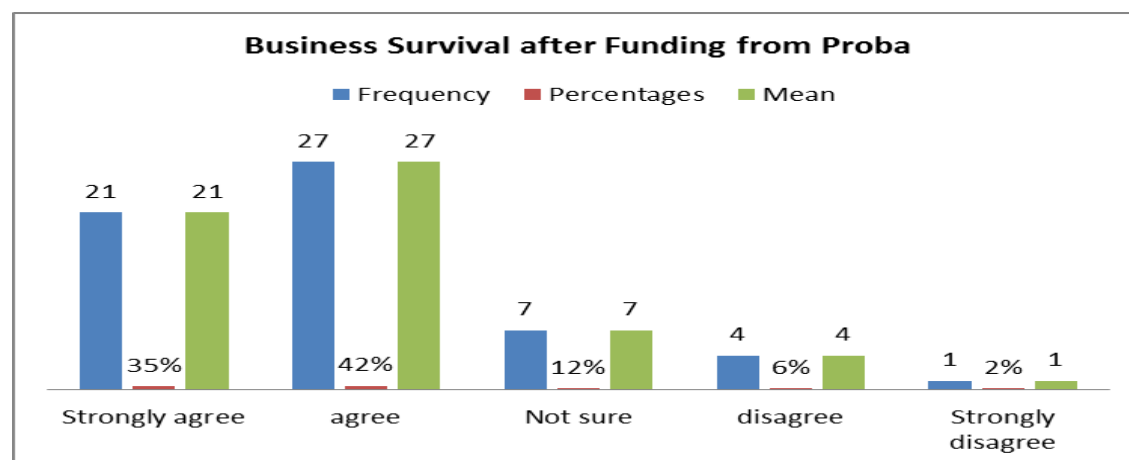


Figure4.8: Business survival after funding from PROBA.

Respondents were further asked if they believe that their business would survive after the funds from PROBA ended. Findings from the study show that; 35% of respondents strongly agree, 45% agree and only 6% disagree.

This finding clearly means that the respondents are hopeful of the continuity of the projects after the funding from PROBA.

Relationship between independent Variables using Chi-square

Fist test Relationship between Financial Support and Project Sustainability using Chi-Square

(1).Finance sufficiency (2) Finance helped to establish the business (3) Need for more Financial support (4) Business Survival

data: contingency table

	A	B	C	D	E	
1	28	27	1	2	2	60
2	22	30	5	1	2	60
3	10	15	25	8	2	60
4	21	27	7	4	1	60
	81	99	38	15	7	240

expected: contingency table

	A	B	C	D	E
1	20.3	24.8	9.50	3.75	1.75
2	20.3	24.8	9.50	3.75	1.75
3	20.3	24.8	9.50	3.75	1.75
4	20.3	24.8	9.50	3.75	1.75

chi-square=57.5

df=12

probability = 0.000

The probability, Is almost 0 and less than 0.05 which is conventionally accepted as confidence interval.

Therefore, Null hypothesis, is rejected and the alternative hypothesis is accepted. Which means that statistically the financial support given by proba contribute to the sustainability of the business

4.3.Effect of Training and coaching organized by the Proba on youth entrepreneur’s sustainability

4.3.1 Sufficiency of the training received

Table4.9: Sufficiency of the Training

	Frequency	Percentages	Mean
Strongly agree	25.00	42%	25.0000
agree	23.00	38%	23.0000
Not sure	8.00	13%	8.0000
disagree	4.000	7%	4.0000

Source: Field data (2015)

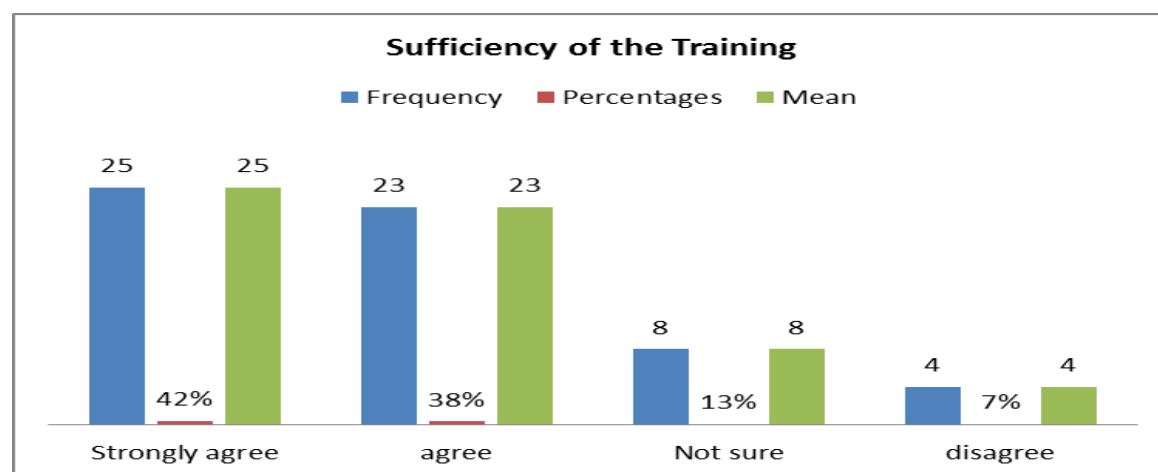


Figure 4. 9: Sufficiency of the training

Respondents were asked about the sufficiency of the trainings received by the beneficiaries from PROBA. Findings reveal that: 42% strongly agree that the trainings provided were sufficient for the survival of the beneficiaries initiatives, 38% agree that the trainings were sufficient. Only 13% were not sure while 7% strongly disagreed that the trainings were sufficient.

Trainings offer skills for respondents to sustain their businesses. This is true with the fact that the respondents are satisfied with the trainings received and believe that the trainings will enable them to sustain their business.

4.3.2 Importance of the training received

Table 4.10: Importance of training received

	Frequency	Percentages	Mean
Strongly agree	35.00	58%	35.0000
agree	12.00	20%	12.0000
Not sure	7.00	12%	7.0000
disagree	6.00	10%	6.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

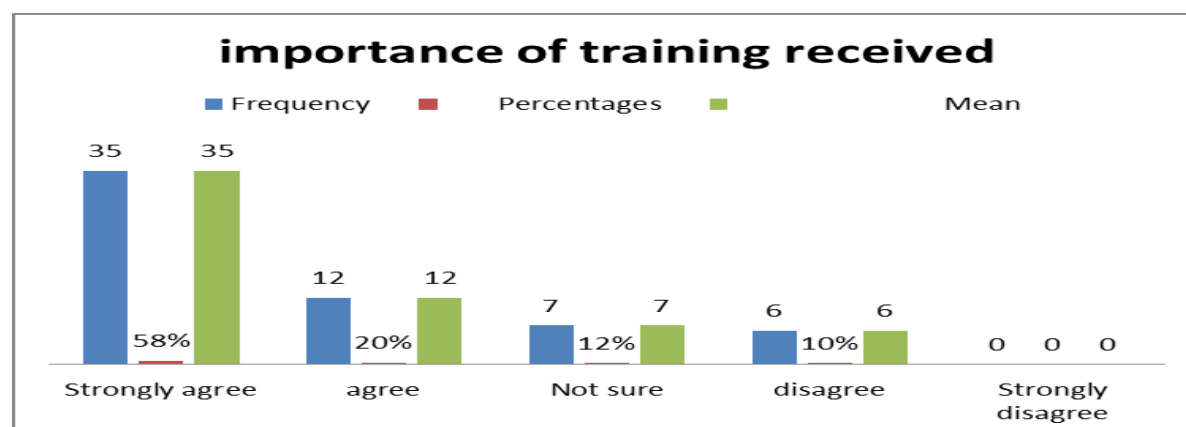


Figure 4.10: importance of trainings received

The researcher also desired to find if the trainings provided were important to the beneficiaries. The researcher therefore asked if the trainings were important or not. Respondents revealed that: 58% strongly agree that the trainings were important, 20% agree that the trainings were important, 12% were not sure whether the trainings were important or not, 10% disagree that the trainings were important while only 0% strongly disagreed that the trainings were important.

We cannot underestimate the value of the trainings provided by PROBA and this is also agreed by the respondents in the strongest terms.

4.3.3 Need for more trainings

Table 4.11: Need for more training

	Frequency	Percentages	Mean
Strongly agree	9.00	15%	9.0000
agree	10.00	17%	10.0000
Not sure	27.00	45%	27.0000
disagree	11.00	1%	11.0000
Strongly disagree	3.00	5%	3.0000

Source: Field data (2015)

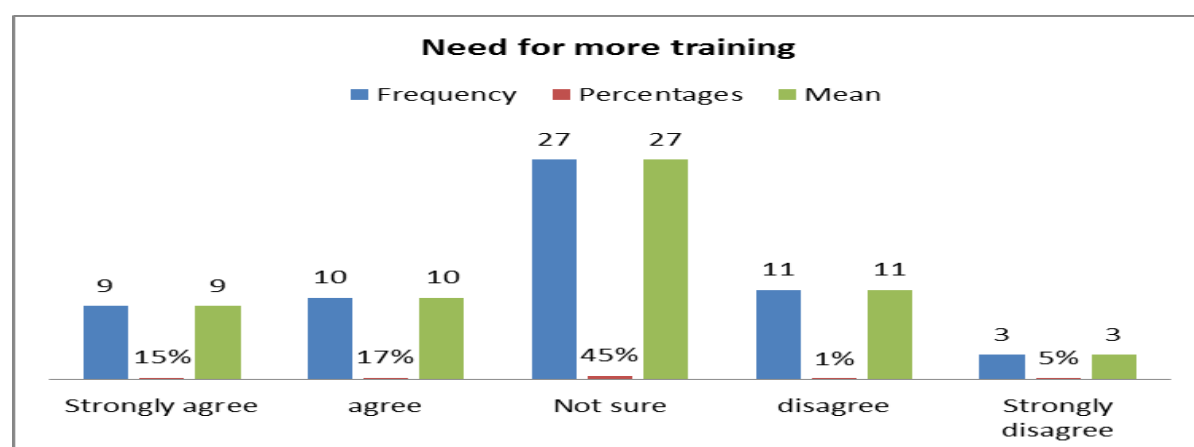


Figure 4.11: Need for more training

There was also need to analyse whether there was need for more trainings or further trainings. The researcher as a result inquired whether there was need for more training. Respondents were asked whether they agreed or disagreed with the idea of more training or not. Findings show that: 15% strongly agree that there was need for more trainings, 17% agree that there was need for more training while only 45% disagreed that there was need for more training.

The research revealed that there is still no the need for more training. The needed trainings were intended to help them expand their businesses further.

4.3.4 Relevancy of the topics for the training

Table 4.12: Relevance of the training

	Frequency	Percentages	Mean
Strongly agree	12.00	20%	12.0000
agree	30.00	50%	30.0000
Not sure	10.00	17%	10.0000
disagree	8.00	13%	8.0000

Source: Field data (2015)

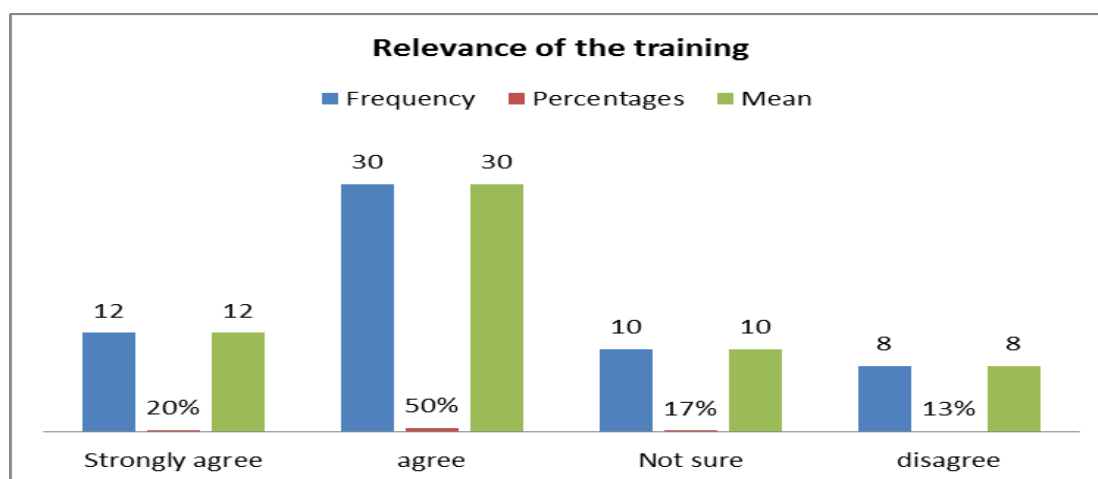


Figure 4.12: Relevance of the Training

The relevance of the trainings provided by PROBA was also analysed. The researcher asked if the respondents agreed or disagreed whether the trainings were relevant to the needs of the beneficiaries. Findings revealed that: 20% of the respondents strongly agree that the trainings were relevant, 50% agree that the trainings were relevant, 17% were not sure about the relevance of the trainings while only 13% disagreed with the relevance of the trainings.

The relationship between the training organized by Proba and project sustainability using Chi-Square : (1) Sufficiency of the training (2) Importance of training received (3) need for more training (4) relevance of training

data: contingency table

	A	B	C	D	E	
1	25	23	8	4	0	60
2	35	12	7	6	0	60
3	9	10	27	11	3	60
4	12	30	10	8	0	60
	81	75	52	29	3	240

expected: contingency table

	A	B	C	D	E
1	20.3	18.8	13.0	7.25	0.750
2	20.3	18.8	13.0	7.25	0.750
3	20.3	18.8	13.0	7.25	0.750
4	20.3	18.8	13.0	7.25	0.750

Chi-square=68.8

df=12

probability = 0.000

The probability, Is almost 0 and less than 0.05 which is conventionally accepted as confidence interval.

Therefore, the Null hypothesis is rejected and the alternative hypothesis is accepted. Which means that statistically the training and coaching contribute to the Project sustainability, the training and coaching to beneficiaries contributes the performance to sustainability to the business.

4.4. Working in group contribute to sustainability of Proba activities

4.4.1 Support system

Table 4.13: support system

	Frequency	Percentages	Mean
Strongly agree	10.00	17%	10.0000
agree	37.00	62%	37.0000
Not sure	8.00	13%	8.0000
disagree	3.00	5%	3.0000
Strongly disagree	2.00	3%	2.0000

Source: Field data (2015)

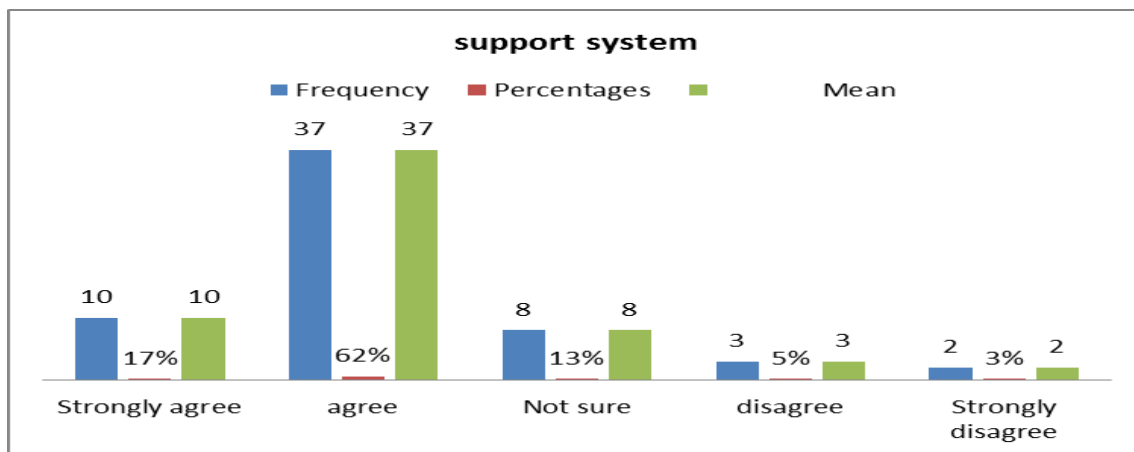


Figure4. 13: Support system

The researcher further investigated whether the idea of working in groups provided the much needed support system for the group. The researcher therefore asked whether the respondents agreed if the teams provided a support system for the groups. Findings reveal that: 17% strongly agree that the groups provided a support system, 62% agree that the idea of working in groups provided the needed support system, 13% not sure and 3% strongly disagree only 5% disagree.

4.4.2 Benefits of working in groups

Table 4.14: working in groups is beneficial

	Frequency	Percentages	Mean
Strongly agree	17.00	2%	17.0000
agree	31.00	52%	31.0000
Not sure	5.00	8%	5.0000
disagree	7.00	12%	7.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

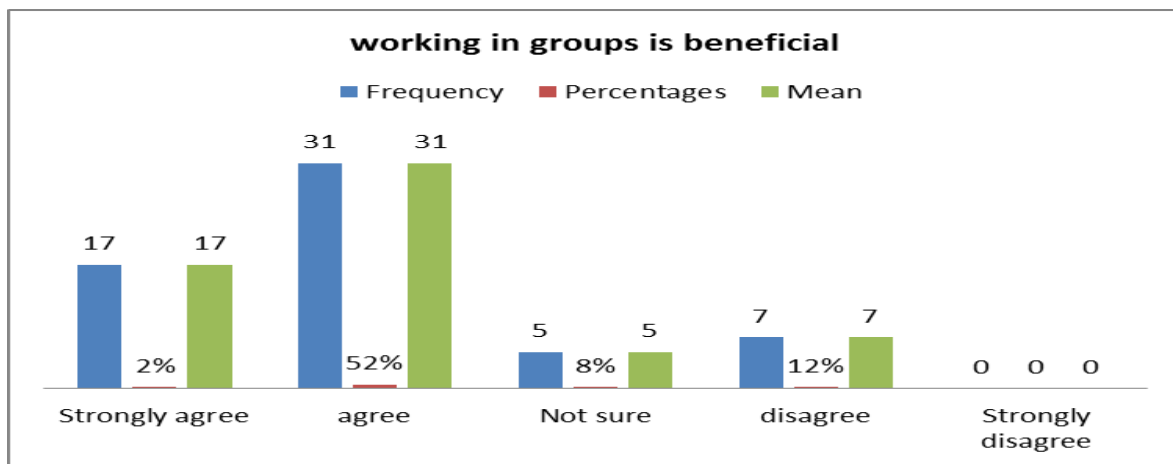


Figure4. 14: Working in groups is beneficial

The researcher further asked if there were any benefits in working in groups. Respondents were asked if they thought working in groups were beneficial to them. Findings show that: 52% agree, 28% strongly agree that working in groups were beneficial, 8% not sure that working in group were benefits while only 12% disagree.

4.4.3 Need for formation of more groups

Table 4.15: Need for more groups

	Frequency	percentages	Mean
Strongly agree	15.00	25%	15.0000
agree	30.00	50%	30.0000
Not sure	8.00	13%	8.0000
disagree	7.00	12%	7.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

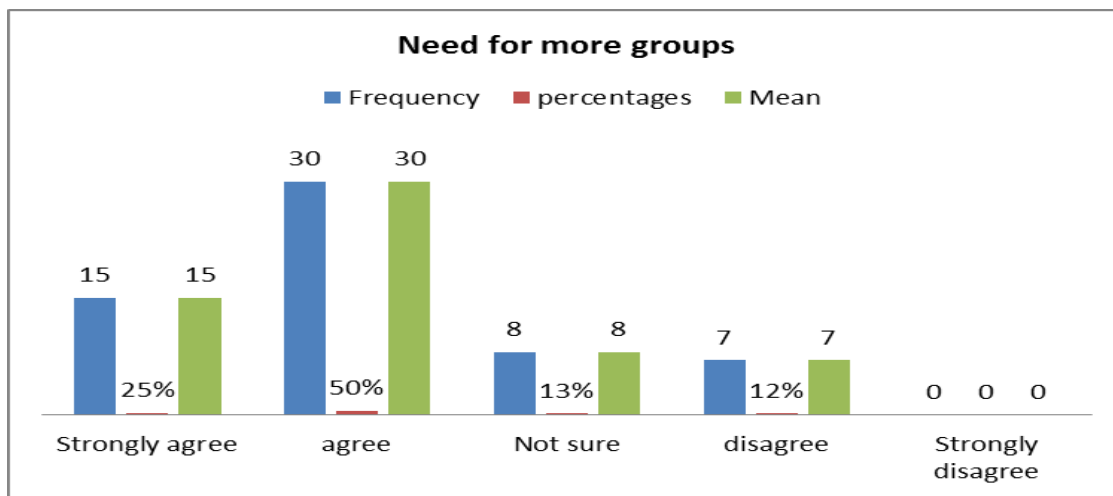


Figure4. 15: Need for more groups

The researcher asked if there was need for formation of more groups in the view of respondents. Findings show that: 50% of the respondents agree that there was need for the formation of new groups, 25% strongly agree, 13% are not sure if there was need for the formation of new groups, while only 12% disagree that there was need for the formation of more groups.

The relationship between working in group and Project Sustainability using Chi-square.

(1) Support system (2) benefit working in groups is beneficial(3) need for more group
data: contingency table

	A	B	C	D	E	
1	10	37	8	3	2	60
2	17	31	5	6	0	59
3	15	30	8	7	0	60
	42	98	21	16	2	179

expected: contingency table

	A	B	C	D	E	
1	14.1	32.8	7.04	5.36	0.670	
2	13.8	32.3	6.92	5.27	0.659	
3	14.1	32.8	7.04	5.36	0.670	

Chi-square=9.19

df=8

probability = 0.327

The probability is 0.327 and greater than 0.05 which is conventionally accepted as confidence interval

Therefore, the Null hypothesis is accepted and the alternative hypo is rejected. Which means that statistically the working in groups does not contribute to the business sustainability regarding to the statically results using chi-square, this mean that the factors of being working in group does not contributes the sustainability to the business.

4.5. Business counseling contribute to sustainability of activities after closure of project

4.5.1 Benefits of business counseling

Table 4.16: Benefits of business counselling

	Frequency	Percentages	Mean
Strongly agree	32.00	53%	32.0000
agree	20.00	33%	20.0000
Not sure	3.00	5%	3.0000
disagree	3.00	5%	3.0000
Strongly disagree	2.00	3%	2.0000

Source: Field data (2015)

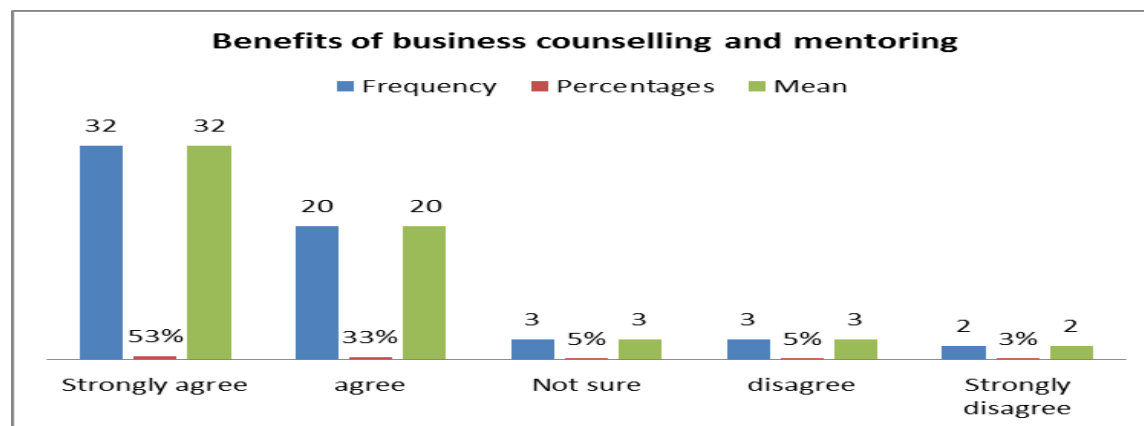


Figure 4.16: Benefits of business counselling and mentoring

PROBA as an organisation also provided business counselling and mentoring to the beneficiaries. The researcher also set out to find out if there were benefits with business counselling and mentoring. Respondents were asked whether they agreed or disagreed whether business counselling and mentoring were beneficial. Findings show that: 53% strongly agree with the notion that business counselling and mentoring was beneficial, 33% agree that business counselling and mentoring is beneficial, 5% are not sure and 3% strongly disagreed while only 5% disagreed that business counselling and mentoring was beneficial.

4.5.2 Need for more business counseling

Table 4.17: Need for more business counselling and mentoring

	Frequency	Percentages	Mean
Strongly agree	23.00	38%	23.0000
agree	22.00	37%	22.0000
Not sure	8.00	13%	8.0000
disagree	5.00	8%	5.0000
Strongly disagree	2.00	3%	2.0000

Source: Field data (2015)

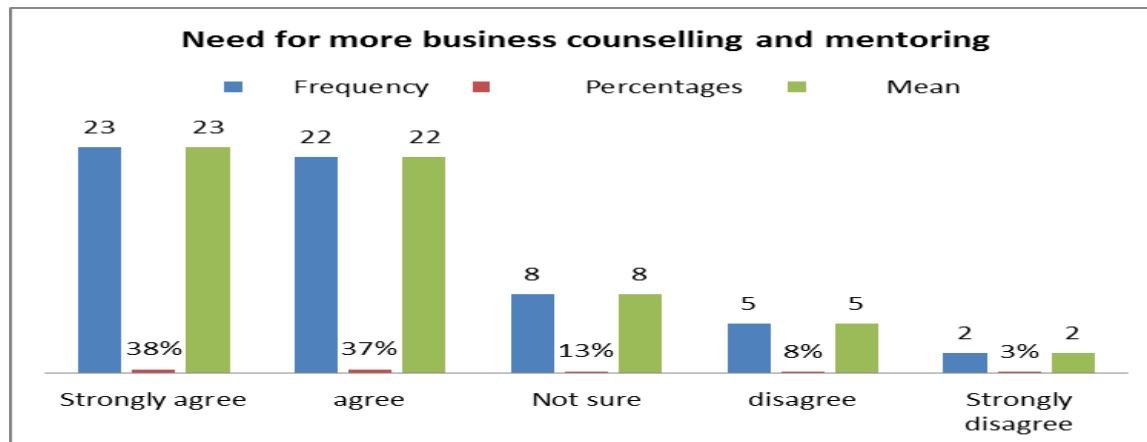


Figure 4.17: Need for more business counselling and mentoring

There was also an analysis on the need for more business counselling and mentoring. The researcher asked the views of the respondents on the whether there was need for more business counselling and mentoring. Findings show that: 38% of respondents strongly agree that there was need for more counselling and mentoring, 37% agree that there is need for more business counselling and mentoring with only 8% disagreeing.

4.5.3 Availability of the right business counselors

Table 4.18: Availability of business counsellors and mentors

	Frequency	Percentages	Mean
Strongly agree	14.00	23%	14.0000
agree	30.00	50%	30.0000
Not sure	9.00	15%	9.0000
disagree	3.00	5%	3.0000
Strongly disagree	4.00	7%	4.0000

Source: Field data (2015)

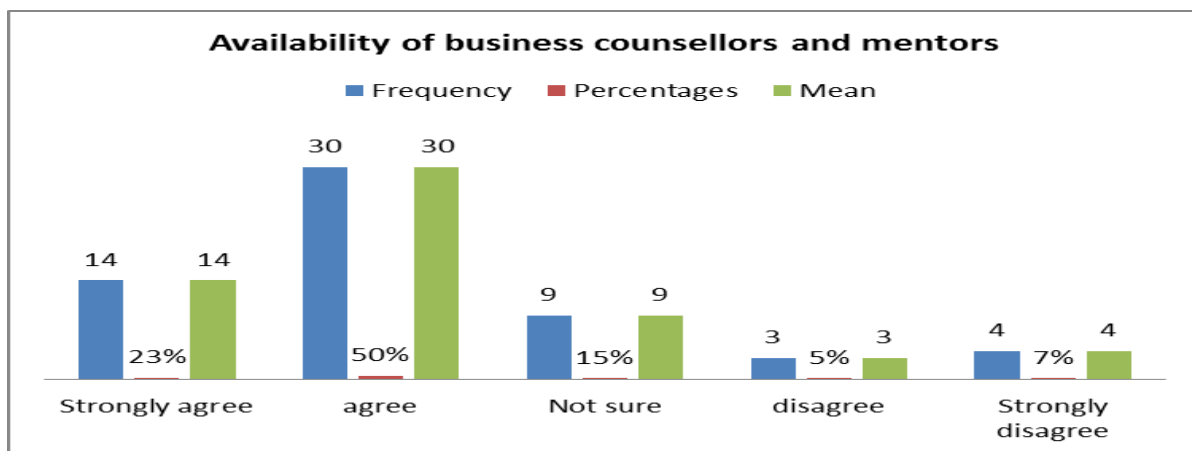


Figure 4.18: Availability of business counsellors and mentors

It is one thing to conduct business counselling and mentoring but it is also another thing to find the right business counsellors and mentors. The respondents were asked if they received the right business counsellors and mentors. Findings show that 23% strongly agreed that they had the right business counsellors and mentors, 50% agreed, and 15% not sure while 5% disagreed, only 7% strongly disagreed.

The relationship between the business counseling and project sustainability using Chi-square ; (1) benefit of business counseling (2) need for more business counseling (3) availability of business counseling

data: contingency table

	A	B	C	D	E	
1	32	20	3	3	2	60
2	23	22	8	5	2	60
3	14	30	9	3	4	60
	69	72	20	11	8	180

expected: contingency table

	A	B	C	D	E
1	23.0	24.0	6.67	3.67	2.67
2	23.0	24.0	6.67	3.67	2.67
3	23.0	24.0	6.67	3.67	2.67

Chi-square=14.2

df=8

probability = 0.077

The probability calculated using the Chi-square is 0.077 and greater than 0.05 which is conventionally accepted as confidence interval.

Therefore, the Null hypothesis. Is accepted and the alternative hypo. is rejected. Which means that statistically the business mentoring and counseling does not contribute to the business sustainability According to the statistical results using chi-square

4.6. Continuity of businesses by beneficiaries

4.6.1 Business can run without external financial support

Table 4.19: Possibility of business to run without external support

	Frequency	Percentages	Mean
Strongly agree	15.00	25%	15.0000
agree	30.00	50%	30.0000
Not sure	10.00	17%	10.0000
disagree	2.00	3%	2.0000
Strongly disagree	3.00	5%	3.0000

Source: Field data (2015)

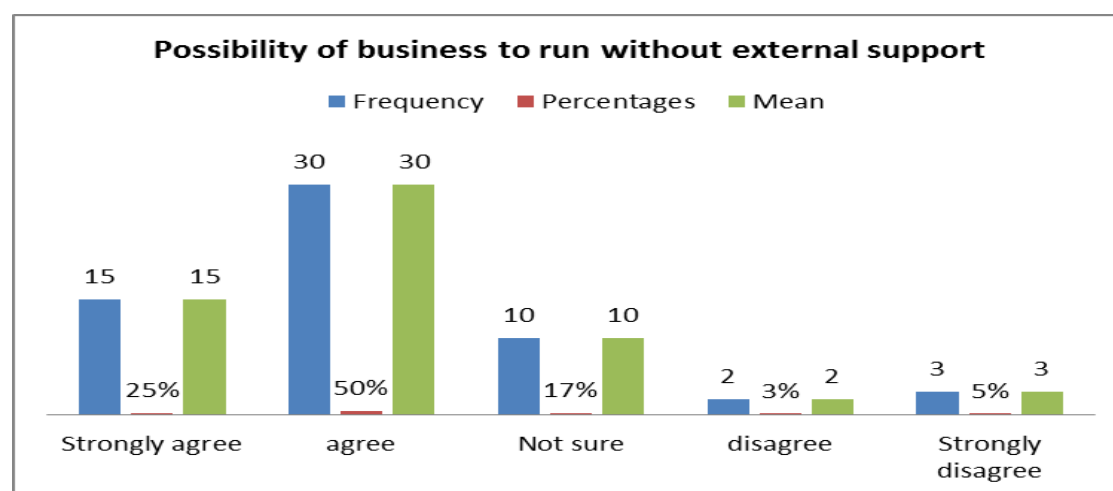


Figure 4.19: Possibility of business to run without external support

In analysing the financial support from PROBA, the researcher was also interested in finding out if the finances provided were sufficient for the businesses to run without external support. Respondents were therefore asked if the finances provided would enable the businesses to operate successfully without external support. It was found out that: 50% agreed that the businesses can run without external support, 25% strongly agreed to the same, 17% were not sure whether there was need for external support or not while only 5% felt there was still need for external financial support.

4.6.2 Business can run without more training

Table 4.20: Business can run without more training and coaching

	Frequency	Percentages	Mean
Strongly agree	11.00	18%	11.0000
agree	32.00	53%	32.0000
Not sure	10.00	17%	10.0000
disagree	7.00	12%	7.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

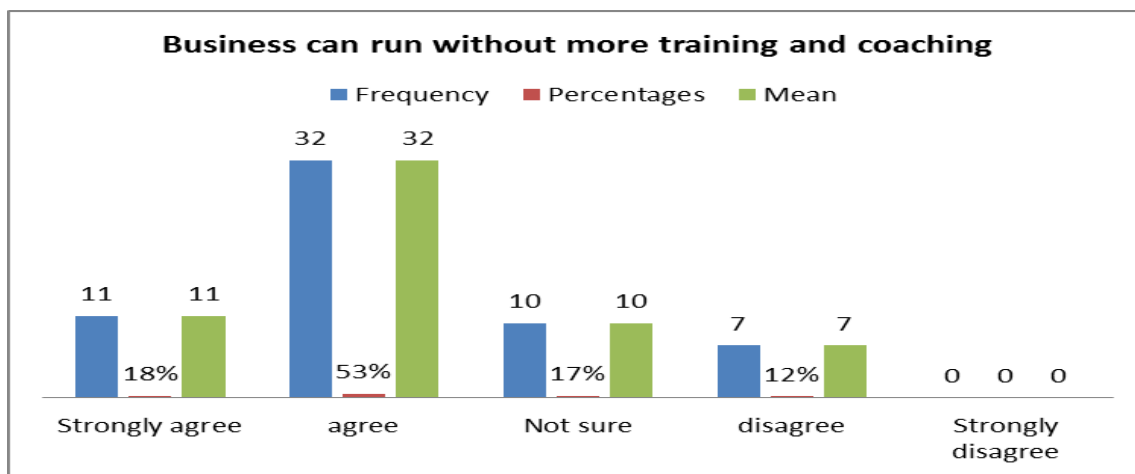


Figure 4.20: Business can run without more training and coaching

The researcher also analysed if the businesses would operate without more trainings and coaching. Respondents were therefore asked if there was need for more training and coaching for the betterment of their businesses. The research findings show that: 53% agree that there was no need for further training and counselling, 18%strongly agree that their businesses can run without more trainings and coaching, however 17% were not sure if there was need for training and coaching while only 12% felt there was still need for training and coaching.

4.6.3 Business can run without groups

Table 4.21: Business can run without groups

	Frequency	Percentages	Mean
Strongly agree	12.00	20%	12.0000
agree	33.00	55%	33.0000
Not sure	10.00	17%	10.0000
disagree	5.00	8%	5.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

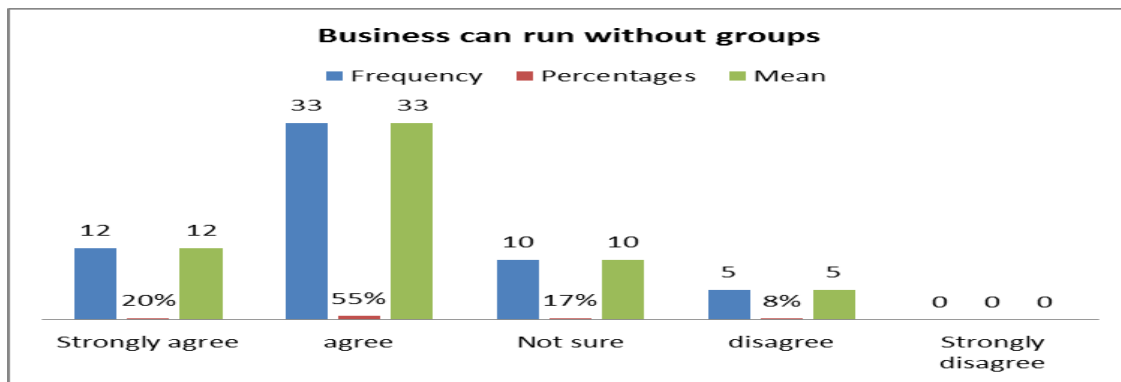


Figure4. 21: Businesses can run without groups

The researcher was further interested in finding out if the businesses could run without the support of the groups. The respondents were therefore asked if their businesses could run without the groups. Findings elaborate that 20% of respondents strongly agree that their businesses could run without the groups, 55% agreed, 17% were not sure while 8% disagreed.

4.6.4 Business can run without counseling

Table 4.22: Business can run without counselling

	Frequency	Percentages	Mean
Strongly agree	24.00	40%	24.0000
agree	28.00	47%	28.0000
Not sure	5.00	8%	5.0000
disagree	3.00	5%	3.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

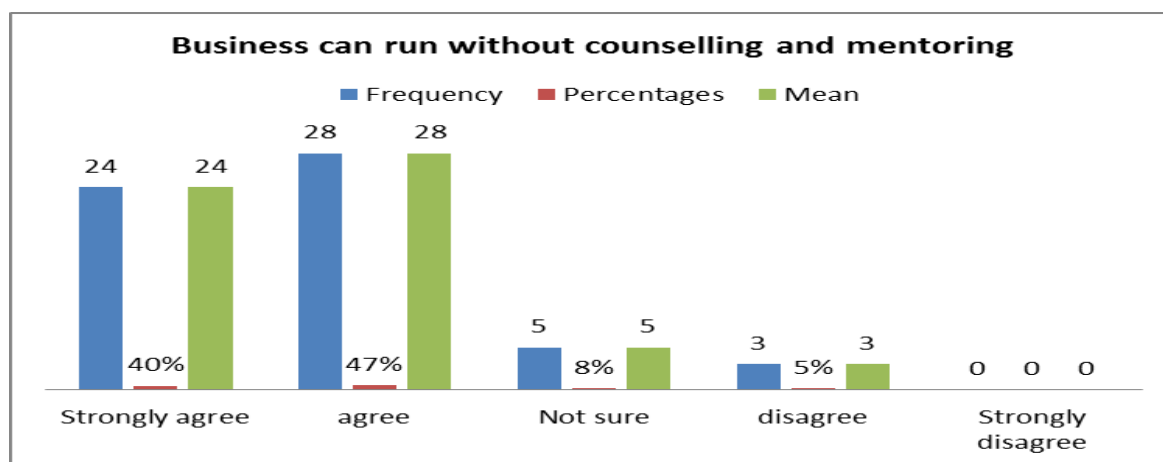


Figure 4.22: Businesses can run without counselling and mentoring

The respondents were also asked if they still needed business counselling and mentoring for their businesses to survive. Analysis shows that 47% agree that there was no need for further counselling and mentoring, 40% strongly agreed, 5% Disagreed, only 8% agreed Not sure that there was need for more business counselling and mentoring.

4.6.5 Business has sufficient funds to sustain it

Table 4.23: Business has sufficient funds to sustain it

	Frequency	Percentages	Mean
Strongly agree	15.00	25%	15.0000
agree	27.00	45%	27.0000
Not sure	10.00	17%	10.0000
disagree	8.00	13%	8.0000
Strongly disagree	.00	.00	.0000

Source: Field data (2015)

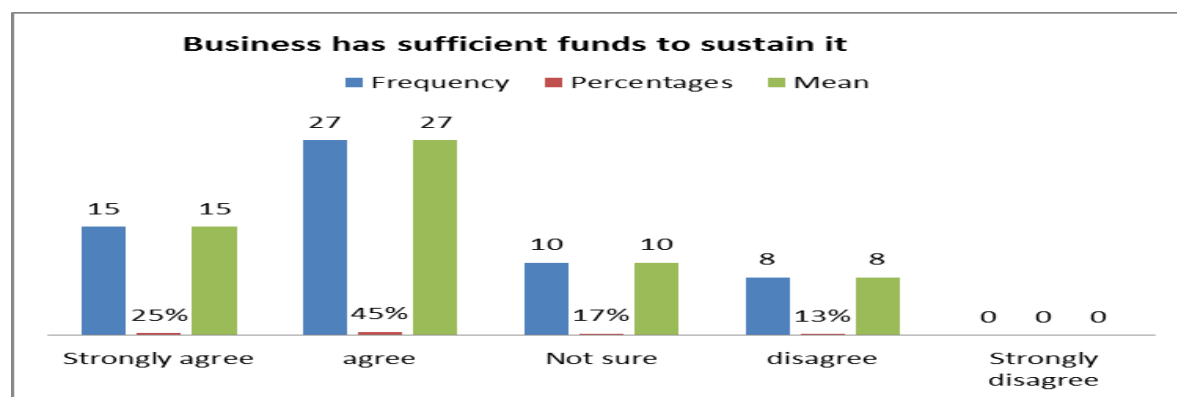


Figure 4.23: Business has sufficient funds to sustain it

There was need to analyse if there was sufficient funds in the businesses of the former PROBA beneficiaries to sustain their businesses. During the study, respondents were asked if they had sufficient funds to sustain their businesses since sustainability was about continuity of the business on its own without external support. Findings show that; 45% agree that businesses had sufficient funds for their own sustenance, 25% strongly agreed, 17% were not sure while only 13% agreed.

The Send Test of relationship between Dependent Variable and independent variables using Chi-square

(1)possibility of business to run without external financial support (2) Business can run without more training (3) Business can run without groups (4) business can run without counselling (5) business has sufficient funds to sustain its.

Data: contingency table

	A	B	C	D	E	
1	15	30	10	2	3	60
2	11	32	10	7	0	60
3	12	33	10	5	0	60
4	24	28	5	3	0	60
5	15	27	10	8	0	60
	77	150	45	25	3	300

Expected: contingency table

	A	B	C	D	E
1	15.4	30.0	9.00	5.00	0.600
2	15.4	30.0	9.00	5.00	0.600
3	15.4	30.0	9.00	5.00	0.600
4	15.4	30.0	9.00	5.00	0.600
5	15.4	30.0	9.00	5.00	0.600

Chi-square=27.1

df=16

probability = 0.040

The probability is 0.040 and less than 0.05 which is conventionally accepted as confidence interval.

Therefore, the Null hypothesis is rejected and the alternative hypothesis is accepted. which means that statistically the project sustainability contribute to the business sustainability according to the statistically results using chi-square.

CHAPTER 5

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.0 INTRODUCTON

This chapter brings out the research results and discussions. Data is hereby presented in line with the methodology of the study described in chapter three above while the discussions are guided by the results of the study.

5.1 SUMMARY

Most beneficiaries of PROBA were male youth yet basing on the current global and local policies, there is need for gender balance in all development initiatives.

PROBA focused on the youth and thus is even witnessed by the age of respondents who were mainly 21 to 29.

The initiative by PROBA mainly benefited single youth at the expense of married youth. Although there is evidence that married out of school population in Rwanda is high and PROBA would have supported them as well.

Financial support given by Proba contribute the sustainability activities

Financial support from PROBA to the groups was sufficient and most respondents were satisfied with the financial contribution from PROBA.

Finances provided by PROBA enabled the beneficiaries to start their entrepreneurial initiatives. Indeed the initiatives were attributed to the finances from PROBA.

There is still no need for more finances to strengthen the businesses further. There was evidence that despite the fact that the finances were sufficient to start the initiatives, there was still no need for more finances to sustain and strengthen the initiatives further.

There are high chances of business survival even after PROBA funding ends. There was a feeling of confidence that the businesses survive even after support from PROBA.

Trainings offered by PROBA were generally said to be sufficient for the survival and growth of the businesses. The hypothesis of this test accepted because the probability is less than 0.5 which means is accepted

Effect of Training organized by the Proba on youth entrepreneurs' sustainability

Although the trainings were said to be sufficient, there was still no need for more training and coaching.

Working in groups was a strong point as it helped the businesses to benefit from the support from each other.

Although most respondents felt that their businesses could run without new groups, some respondents still felt that there was need for the formation of more new groups.

Analysis also showed that there was still need for more business counselling and mentoring.

Businesses can run without further external support, Business can run without more training and coaching. The same hypothesis of this test accepted because the probability is less than 0.5 which means is accepted

Working in group contribute to sustainability of Proba activities

PROBA used the group approach in implementing the project. However the respondents now feel that their businesses can run without formation of new groups or even support from the existing groups.

Business counselling and mentoring contribute to sustainability of activities after closure of project

Business counselling and mentoring was vital at the early stages of the businesses but now the respondents agree that their businesses can run without further counselling and mentoring.

Respondents felt that their businesses have sufficient funds to sustain them, even without further funding from PROBA; businesses can still run and sustain themselves.

5.2 CONCLUSIONS

Based on the above finding mentioned there is need for more females in future interventions involvement of out of school married youth in future interventions, more finances to strengthen the businesses and for more training for the formation of new groups.

In additional to that, Some businesses still need more counselling and mentoring, can run without further external support and without more training and coaching.

PROBA used the group approach in implementing the project. However the respondents now feel that their businesses can run without formation of new groups or even support from the existing groups.

Business counselling and mentoring was vital at the early stages of the businesses but now the respondents agree that their businesses can run without further counselling and mentoring.

Respondents felt that their businesses have sufficient funds to sustain them, even without further funding from PROBA; businesses can still run and sustain themselves.

In the final analysis, since respondent indicated that: Businesses can run without further external support, Business can run without more training and coaching ,businesses can run without formation of new groups or even support from the existing groups, businesses can run without further counselling and mentoring, businesses have sufficient funds to sustain them, the study concludes that project activities like financial support, training and coaching, working in groups and counselling and mentoring have indeed led to sustainability of the project activities after closure of PROBA.

5.3 RECOMMENDATIONS

The research was concerned with the effect of risk management methods to the performance a project in construction industry. It is in this regard the recommendations were availed basing on research findings, conclusion as well as study area.

PROBA can probably advise the groups to recruit some more females' members to benefit from the projects even if the project has officially ended

There is need for more finances and the best way of getting more finances for the beneficiaries is linking the groups to credit facilities like banks and micro finance enterprises so that they can access credit.

Since there is an indication that there is still need for more training, counselling and mentoring, PROBA can also advise the groups to organise themselves and seek trainings from private consulting firms at their own expense. This is because PROBA has closed the project.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

Research should extensively be done on Assessing the Effect of Project Activities on its Sustainability after closure plays in achieving innovation on the new and existing micro and small enterprises so for further studies we can expend or Conduct the assessing the impact of project activities on its sustainability of the project closure. on the whole country and in the whole of East Africa project in order to come up with recommendation that can help all East Africa project even the countries in their drive to ensuring the commitment of the project closure.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY (JKUAT)

SELF ADMINISTERED RESEARCH QUESTIONNAIRE

I am a student of JKUAT pursuing a Master's of Science Degree in Project Management.

As part of the requirements for the award of this degree, I am undertaking a study to assess the sustainability of PROBA project activities after its closure in Ngororero District. The findings of this research are not only for academic purposes but would contribute to improvement of project management as a whole. Please spare some time and give your most appropriate and honest responses.

Thank you.

Elie NTEBUTSI SEMANANA

Student – JKUAT

SECTION A: BACKGROUND INFORMATION TICK YOUR RESONSE

Qn.1.What is your sex?

1. Male 2. Female

Qn.2.What is our age group

1. 15-20 2. 21 – 29yrs 3. 30 – 39yrs
 4. 40 – 49 5. 50 – 59 yrs 6. 60 years and above

Qn. 3. Education?

1. Primary 2. Secondary 3. Collage 4. University

Qn.4. Marital Status?

1. Single 2. Married 3. Divorced 4. Widowed

SECTION B: INDEPENDENT VARIABLES

In this section please tick in the box that correspond to your opinion according to a scale of 5 = strongly Agree (SA), 4 = Agree (A), 3 = NOT Sure (NS), 2 = Disagree (D), 1 = strongly Disagree (SD).

1	PROJECT ACTIVITIES	5	4	3	2	1
1.1	Financial support	SA	A	NS	D	SD
1.2	There has been sufficient financial support from PROBA					
1.3	Financial support from PROBA helped establish my business					
1.4	Financial support from PROBA was not helpful					
1.5	Very few people benefited from the financial support					

1.6	There is need for more finances from PROBA					
2	Training and coaching provided	SA	A	NS	D	SD
2.1	I received sufficient training from PROBA					
2.2	Training from PROBA gave me the skills to start my business					
2.3	Training from PROBA was not helpful					
2.4	Very few people benefited from the training					
2.5	There is need for more trainings from PROBA					
3	Working in groups	SA	A	NS	D	SD
3.1	I received sufficient support from the group					
3.2	Working as a group helped me start my business					
3.3	Being part of the PROBA group was helpful					
3.4	Very few people belong to PROBA groups					
3.5	There is need to form more groups					
3.6	I like the idea of working in groups					
4	Business counselling and mentoring	SA	A	NS	D	SD
4.1	I received business counselling and mentoring					
4.2	Business counselling and mentoring was very helpful					

4.3	My business was strengthened by the counselling and mentoring					
4.4	I need more business counselling and mentoring					
4.5	There is no need for business counselling and mentoring					

SECTION C: DEPENDENT VARIABLES

1	SUSTAINABILITY OF PROJECT	5	4	3	2	1
1.1	Continuity of businesses by beneficiaries after PROBA closure	SA	A	NS	D	SD
1.2	My business can run without PROBA financial support					
1.3	My business can run without training and coaching from PROBA					
1.4	My business can run without belonging to PROBA group					
1.5	My business can run without business counseling and mentoring					
1.6	My business has sufficient income to sustain it					

APPENDICE

INTERVIEW GUIDE

1. What is your level of education?
2. How long have you worked with the proba project?
3. What have you benefits from proba project?
4. What are your expectations from proba after its closure?
5. How do you consider proba project to be sustainable?
6. What is the impact of sustainability of proba activitiie after its closure?
7. Which Financial support activities do you start with the project closure?
8. What are the challenges you face during project closure?
9. What are the impact of training and Coaching organized by proba on sustainability of youth entrepreneurs?

APPENDIX 2: Document review guide

DOCUMENT REVIEW GUIDE

JKUAT

1. Ngororero District Annual and quarterly reports 2012 – to date.
2. All PROBA project reports 2012 - 2014.
3. Newspaper, magazine and journal articles about Rwanda district local enterprises
4. Relevant text books
5. Relevant internet source