

**ADDIS ABEBA UNIVERSITY COLLEGE OF BUSINESS
AND ECONOMICS SCHOOL OF COMMERCE
DEPARTEMENT OF PROJECT MANAGEMENT**



**ASSESSING THE RELATIONSHIP BETWEEN PROJECT MANAGEMENT
PRACTICES WITH SUSTAINABILITY OF WOMEN ECONOMIC EMPOWERMENT
PROJECTS AT YENOH MERKEB BEGO ADRAGOT ORGANIZATION**

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LIST OF ABRIVATIONS

M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
PMI	Project Management Institute
SPSS	Statistical package for social science

ABSTRACT

Empowerment of women has emerged as a crucial issue in recent times, addressing the historical disadvantages faced by women in society. Research indicates that women's empowerment significantly contributes to development by enhancing their economic, social, and political status.

Evaluating the relationship between integrated project management with project sustainability provides a comprehensive understanding of how various project management practices contribute to sustainability. This study aims to explore the relationship between stakeholder management, monitoring and evaluation, and communication management with the sustainability of projects focused on women's economic empowerment.

Employing a mixed-methods approach, this study combines both quantitative and qualitative research techniques. A descriptive and correlational design was utilized. Data was gathered from staff workers and beneficiaries. With a total target population of 35 respondents—20 staff members and 15 beneficiaries—the study achieved a 100% response rate, conducting a comprehensive census. Data were collected through questionnaires and analysed using descriptive statistics.

The findings indicate that all independent variables—stakeholder engagement, monitoring and evaluation, and communication management—positively influence project sustainability. Specifically, stakeholder engagement had an overall average mean score of 3.34, monitoring and evaluation had an overall average mean of 3.9, and communication management had an overall average mean of 3.46. Through in-depth one-to-one interviews with participants, the thematic analysis investigates the relationship between organizational support and the outcomes experienced by individuals or groups. Findings reveal that robust support from the organization leads to significant benefits, including access to resources such as land and financial assistance, as well as regular visits. These results underscore the importance of these factors in ensuring the sustainable empowerment of women through organizational projects. The study provides valuable insights for similar organizations and future studies to assess on other relationships.

Keywords: Stakeholder Engagement, Monitoring & Evaluation, Communication Management.

CHAPTER ONE

INTRODUCTION

1.1 Background

Empowerment of women has emerged as an important issue since recent times. Women have been disadvantaged part of society for a long period of time. It is believed through a number of researches that women empowerment gives way for development by the adding ways to the betterment of their economic, social and political status. Governments and non-governmental organizations in some developing countries have tried to associate small projects and programs on economic support in their development strategies coming up with opportunities that will support these women to make way for better living for themselves and their families. This, on the other hand, will lead to poverty reduction.

Empowerment is an act of increasing the capacity of individuals or groups to make effective development and life choices and to transform those choices into desired actions and outcomes (Krishna, 2003). The concept is based on a particular definition of empowerment, as in the words of Roxina.H and his friends on study on economic empowerment of women through microcredit, Empowerment happens when individuals and organised groups are able to imagine their world differently and to realise that vision by changing the relations and structures that have been keeping them in poverty. Empowerment is a non-linear, multidimensional process, which evolves along different pathways material, perceptual, cognitive and relational. (Roxin.H et.al, 2010)

Women's empowerment facilitates development by uplifting their economic, social and political status. Financial support for women entrepreneurs like microfinance has been recognized internationally as the modern tool to fight poverty and for rural development. (Sarumathi.S, Mohan.K,2011)

For this reason, development activities are increasingly focusing on empowerment of women, not only as a supporting factor of economic development, but also as a goal in itself. This is

reflected in development politics in general and notably in the Millennium Development Goals (MDGs), which signal “a widespread recognition that empowering women in particular is key to economic and social development” (ToRs 2010: 1).

There are several implementations of various initiatives targeting women’s empowerment. These include skill development programs, microfinance projects, and entrepreneurship training. It was studied that women entrepreneurs make significant contributions to the global economy year after year, especially through innovation, job creation, and wealth creation. With this being the case, there are still areas that call for a lot of work and improvement. The reason behind this is that women are still the larger population that have barriers to meet their economic needs and living in poverty. A study puts the statistics as women currently making up 70% of the 1.3 billion people living in poverty (Pradhan.R, 2021).

Given the crucial importance of Women’s empowerment in the path of development and poverty reduction, projects and programs focusing on the issue need to be examined and improved. Government sectors and non-government organizations are focusing on program and project strategies that foster women economic development. However, there is a need to evaluate these initiatives to answer the question of whether they are meeting their objectives and assess their sustainability. Projects and programs of this particular agenda also need to be examined so as to take lessons for future better application and greater impact.

With this regard, both governments and international development agencies are somehow becoming aware that development planning focuses mainly on project implementation and that much less attention is paid to the issue of sustainability.

In giving sustainability a definition in the case of project management, the term is defined and operationalized according to a definition by Dr. Richard Stejer. Sustainable project management must account for the long-term effects and benefits of both the project’s activities and the project outcomes. (Stejer.R,2023). On another definition, continuing to provide the desired benefits of a project for an extended length of time is what is called project sustainability. (Bamber.M, Cheema.S,1990)

In reality, proper management is essential to ensure on-time and on-budget project delivery and to ensure overall project success. These principles apply equally to all endeavours in projects and programs, but in today's climate, it is especially important for sustainability to be incorporated in their management processes. Based on an identification of relevant dimensions of sustainability that was evident from the publications, it was identified there are areas of impact of sustainability on project management. It appeared that considering sustainability impacts project management. (Silvius, A.J, et.al, 2014). A systematic review of empirical studies tried to answer the question whether incorporating sustainability as a new school of thought in project management could generally support the idea of project success. Based on the analysis, it seems that incorporating sustainability into project management may support project success. It is recommended though that there is a need for more evidential studies as there are only a few relevant empirical studies in literature. (Khalifeh. A, et.al,2020). Making a thought of sustainability and integrating it to project design and implementation is what should be taken into due consideration so that to make sure women empowerment projects are producing their intended economic objectives after project completion. On the other hand, to make project sustainability a reality in women empowerment projects and other initiatives, it should be noted and assessed what the factors are that influence sustainability. Project management is known to have many practices under which projects perform. For this specific women empowerment project to be studied, it will be tried to assess the impact and relationship of three project management practices with sustainability. The practices to be assessed in their relationship are identified with their probable impact on development projects like women empowerment. These practices to be studied will be Project stakeholder engagement, Monitoring and Evaluation practices and Project communication management.

1.2 Statement of the Problem

Women's economic empowerment projects implemented by non-governmental organizations (NGOs) play a crucial role in promoting gender equality and socio-economic development in various regions worldwide. These projects often encompass a range of interventions, including skill development, microfinance initiatives, and entrepreneurship training, aimed at enhancing

women's economic opportunities and autonomy. Despite the significant investments and efforts dedicated to these projects, their long-term sustainability remains a persistent challenge.

However, there is a notable gap in the literature regarding the comprehensive examination of the relationship between stakeholder management, monitoring and evaluation (M&E), and communications management practices within NGOs and the sustainability of women's economic empowerment projects (Kabeer, 2005; Asnake, 2018). Existing research (Johnson, M. et al. 2019) tends to focus on individual aspects of stakeholder engagement in development projects in addition (Smith, J. et al. 2020) examines the role of monitoring and evaluation (M&E) in gender equality programs overlooking the interconnected nature of these factors and their collective impact on project sustainability.

This research aims to address this gap by conducting a case study of Yenoh Merkeb Bego Adragot Organization. Yenoh Merkeb is one of the non-governmental organizations performing in Ethiopia on women economic empowerment. The organization has a good experience on women empowerment and has helped many women living in poverty with financial support, skill development and entrepreneurship training. Most of their projects have been handled within the members of the organization with no financial or any other external support. With this regard, the project needs to assess the relationship between stakeholder management, monitoring and evaluation, and communications management with their sustainability. By analysing the experiences and practices of this organization, the study seeks to identify the key factors that contribute to project sustainability and the extent to which stakeholder engagement, M&E, and communication strategies influence project outcomes.

Through a mixed-methods approach involving qualitative interviews and surveys, this research intends to provide valuable insights and practical recommendations for enhancing the effectiveness and long-term impact of women's economic empowerment initiatives in NGOs. By understanding the interplay between stakeholder management, M&E, and communication management, NGOs can develop tailored strategies to strengthen project sustainability and contribute to lasting positive change in women's lives.

1.3 Research questions

- ✓ How does stakeholder engagement affect the sustainability of women's economic empowerment projects?
- ✓ What role does monitoring and evaluation play in the sustainability of women's economic empowerment projects?
- ✓ How does communication management influence the sustainability of women's economic empowerment projects?

1.4 Research Objective

1.4.1 General objective

To assess how stakeholder engagement, project monitoring and evaluation and project communication affect the sustainability of projects for women's economic empowerment in Yenoh Merkeb organization.

1.4.2 Specific objective

- ✓ To assess the relationship between women's economic empowerment project sustainability with project stakeholder engagement
- ✓ To assess the relationship between women's economic empowerment project sustainability with project monitoring and evaluation
- ✓ To assess the relationship between women's economic empowerment project sustainability with project communication management.

1.5 Significance of the study

The proposed research would benefit by looking at the relationship between factors that influence sustainability of projects for women's economic empowerment. This research can inform policy decisions and programmatic interventions at both the organizational and governmental levels. Insights gained from the study can guide the development of more effective

strategies and best practices for designing, implementing, and evaluating empowerment initiatives. Understanding the challenge and opportunities associated with empowerment projects targeting women, on the other hand, allows NGOs and other stakeholders to optimize their interventions for maximum impact. By addressing implementation barriers and leveraging socio-cultural dynamics, organizations can enhance the effective sustainability of their programs, ultimately leading to greater empowerment outcomes for women beneficiaries.

1.6 Scope of the Study

This study focuses on assessing the relationship between project stakeholder engagement, monitoring and evaluation (M&E), communication management, and the sustainability of women's economic empowerment projects in non-governmental organizations (NGOs). The study will be conducted in Addis Ababa, Kirkos area and Sundaffa, with a specific focus on Yenoh merkeb bego adragot organization. The study will concentrate on women's economic empowerment projects implemented by NGOs, including initiatives related to skill development, financial support, and entrepreneurship training.

The study will employ a mixed-methods approach, combining qualitative and quantitative data collection methods. Qualitative methods such as interviews that will provide insights into stakeholders' perceptions and experiences, while quantitative methods such as surveys and data analysis will allow for the measurement of relationships and correlations between variables.

1.7 Limitations of the study

The study faced limitations related to sample size, data availability, and potential biases in participant responses. Efforts have been made to mitigate these limitations by going for census of all participants of currently undergoing project and all employees working on the project while making sure 100% return rate. Data triangulation and transparency in reporting findings were also applied.

1.8 Organization of the study

The study sequentially divided into five chapters; Chapter one entails the research background, statement of the problem, the objectives of the research, the significance of the study, scope and study limitation. Chapter two contains the literature review on theories and the conceptual framework. The third chapter describes the study methodology. The fourth Chapter Covers Data Analysis, Presentation and Discussion, while the fifth chapter provides summary of results, conclusion, limitations and recommendation for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research. This section incorporated both the theoretical Literature review and empirical literature review parts. This literature review serves as a critical component of this study, offering a comprehensive synthesis of existing research and scholarly discourse pertaining to women's economic empowerment projects, stakeholder engagement, monitoring and evaluation, communication management, and project sustainability.

2.2 Theoretical review

2.2.1 Meaning of Project Sustainability

A project's ability to continue providing the desired benefits for an extended length of time is what many economists and international development agencies refer to as project sustainability. (Bamber.M, Cheema.S,1990) According to Honadle and Vansant (1985), a project's degree of sustainability is determined by how much of its originally planned goods and services are still provided and maintained five years after donor funding ends, how much the project continues to encourage local action locally, and how many follow-up services and initiatives are created as a result of the project's increased capacity throughout the community.

In today's world, managing projects, programs, organizations, people, and other entities that need to be produced, marketed, distributed, and delivered in an effective and efficient manner is often approached through the lens of project sustainability. Project identification, feasibility studies, formulation, design, appraisal, funding, implementation, monitoring, and evaluation are all necessary steps towards establishing metrics and standards that will allow the project to be sustained. The absence of a suitable sustainability plan is a well-established fact that contributes to the failure of most projects. (Morfaw, J. 2014) Therefore, a thorough examination of

the political, social, economic, legal, cultural, and educational environments is crucial for the implementation of projects as well as their sustainability. The plan should contain a thorough articulation of the project's philosophy, mission, vision, values, goals, and objectives. Since it helps with some logistical planning, the involvement of advocates and stakeholders is crucial. Implementation can be carried out effectively and efficiently with the help of beneficiary assessment, legal and regulatory framework studies, marketing and competition analysis, partnership development, and institutional analysis.

2.2.2 Project Sustainability Management

As discussed above, projects need to watch on their stand on sustainability right from the start. This is to ensure that all the hard work in the project has to be worth as the service or goods produced go long after the project completion. For this to be attained, there are factors that need consideration while the project starts and on the go. Some of the factors include:

1. Continuous Quality Improvement

The basic principle in CQI is to seek to increase the probability of desired project outcomes, assess and improve processes involved in project activities.

2. Project Periodic Updates

Encouraging and supporting clients, customer, sponsors, and stakeholders to incorporate sustainability in statements and requirements and application throughout the project cycle.

3. Project Team Selection

Incorporating sustainability criteria into selection of team members, contractors, suppliers, their credentials, and various specialists involved in the implementation of the project.

4. Project Strategies

This requires considering sustainability as the fundamental options of scoping, phasing, sequencing, sourcing, procurement, contracts, etc.

5. Project Legislation

Identifying the current legislation (laws, rules and regulations, ordinances etc.) and standards and how to comply with them.

6. Project Financing

This is devising business benefits, securing monetary incentives, avoiding taxes, penalties and charges that can derail the goals and objectives of the project.

8. Project Change Management

This is addressing sustainability aspects when change is under review in order to make tactical decisions for the project.

9. Project Risk Management

This is the evaluation of all the risk factors and impact on the sustainability of the project.

10. Project Deliverables

This is reviewing, updating, confirming, promoting, and implementing the predetermined project sustainability arrangements, corporate standards, and good governance practices, including waste avoidance, packaging, and sequencing effectiveness.

11. Project Communication Channels

This involves the facilitation of all forms of communication (written, verbal, electronic, etc.) with all staffs, stakeholders, sponsors, and the community.

12. Project Quality Assurance

These are activities directed towards assuring quality of products and service, identification of important aspects of care, establishment of thresholds or benchmarks (eg.100%), monitoring performance, identification of problems, correction of problems, evaluation of effectiveness of systems (i.e., continuous monitoring). (Morfaw, J. 2014).

From the different factors mentioned above and more from researches as sustainability factors, this study will emphasize on effect of stakeholder engagement, project monitoring and evaluation and project communications management on sustainability of projects on women empowerment.

2.2.3 Stakeholder Engagement

A stakeholder in a project management context is a person or organization with an interest in the proposed project's outcomes and process. They have an impact on the project overall, or the project impacts them. Stakeholders have significant influence over how a project develops, whether they are working with individuals, groups, or

entire organizations. Their proactive participation, perceptive input, and helpful criticism are immensely helpful in guiding the project toward its intended goals.

In project management, the term "stakeholder" is used a lot. Though the term has many definitions, one of the best ways to define it is to think about what exactly constitutes a stakeholder. What characteristics of stakeholders and stakeholder groups are there specifically? A few of the most commonly acknowledged ones are enumerated below. Notably, a person can qualify as a stakeholder if they possess any one of the following traits:

- Stands to gain or lose through the success or failure of the project
- Provides funding for the project
- Has invested resources in the project
- Participates in (works on) the project
- Is affected by the outputs of the project
- Is affected by the outcome of the project
- Is in the “chain of accountability” (Heerkens.G,2002)

In categorizing stakeholders, we find:

1. Direct/ Indirect stakeholders: Direct stakeholders are individuals or groups directly impacted by the project, such as the project team, customers, or suppliers. Indirect stakeholders are individuals or organizations who may be affected by the project but not directly involved, like neighbouring communities for a construction project or customers of a company that is implementing a new shipping system and process.
2. Internal/External stakeholders: Internal stakeholders hail from within the organization— team members, managers, or investors. Their insights often align with the company’s overarching objectives. External stakeholders, such as customers, regulators, or local communities, might have diverse perspectives, and their feedback can offer invaluable external viewpoints.
3. Positive/Negative stakeholders: Positive stakeholders are individuals who would benefit from a project’s success and usually support it. Negative stakeholders are those who perceive potential adverse effects from the project and might oppose or resist it. (Lagac.J, 2023)

In light of this, establishing and preserving relationships within the project environment is a key component of stakeholder engagement. It also entails keeping the public's active support and dedication to change implementation through program or project delivery. However, it is also possible to positively impact the change process and address issues that could pose obstacles to change by having a thorough understanding of the goals and motivations of stakeholders. A project's alignment with stakeholders' expectations is ensured when they are engaged in a way that builds trust, fosters a collaborative environment, anticipates potential problems, and proactively addresses concerns.

The PMBOK guide defines the levels of stakeholder management as follows:

Unaware: At this level, stakeholders are unaware of the project and its potential implications for them. They don't know about the project's existence or haven't recognized its relevance to them.

Resistant: Stakeholders have some awareness of the project but are opposed to the changes it represents. This could be due to a perceived threat to their interests, concerns about potential negative outcomes, or just a general resistance to change.

Neutral: Stakeholders are aware of the project but neither support nor oppose it. They're essentially ambivalent. Engaging these stakeholders can often shift them towards a more supportive role, especially if the project's benefits to them are highlighted.

Supportive: These stakeholders are not only aware of the project but also support its objectives and outcomes. They can be allies, providing resources, feedback, and positive influence, but it's essential to keep them informed and involved to maintain their support.

Leading: Stakeholders at this level are actively engaged in ensuring the project's success. They don't just support the project – they take proactive steps to drive it forward. This might include championing the project within an organization, allocating resources, or providing essential feedback. (Lagac.J, 2023)

Key to success in stakeholder relations is to ensure that all stakeholders are properly identified and that consultation, collaboration, and communication are done in a proactive, clear, and transparent manner. Honest, factual, and consistent communication behaviours are absolutely required. (Lutchman,2011).

2.2.4 Project Monitoring and Evaluation

When it comes to determining whether results are being attained, monitoring gives the information needed. It offers the chance to assess whether the initial presumptions are still appropriate and to confirm that the assumptions made at the beginning of the project still hold true. Monitoring is to provide early warning signs of progress in reaching desired outcomes and to furnish the sponsor and other relevant stakeholders with regular feedback. By gathering, analysing, and recommending corrective actions based on data on processes and outcomes, it monitors actual performance in comparison to the plan through pre-established standards. (UNFPA, 2001).

The process of evaluating ongoing and completed projects is a time-bound task that aims to objectively and methodically determine their performance, relevance, and success. Assessments are conducted to provide information on whether the underlying assumptions used in development and designs were valid, what worked and what didn't, and why. They are also conducted to answer specific questions and to guide the sponsor, decision-makers, and managers. It places a strong emphasis on analysing the elements—positive or negative—that influenced the results and on pinpointing the lessons that were discovered. (UNFPA, 2001).

On the monitoring and evaluation paper presented on the PMI congress in 2007, there were three categories of information collected during monitoring that have been identified.

- ✓ Information on the implementation of planned activities and stakeholder participation, to support the day-to-day management of the projects
- ✓ Information on the results attained through project activities and stakeholder response, to assess progress towards results and review work plans for follow-up and,
- ✓ Information on the achievement of specific objectives and first impact, to review the strategy approach and problem solving.

On the other hand, there are three types of monitoring according to Gumz and Path. These are:

- ✓ Ongoing monitoring
- ✓ Regular monitoring and
- ✓ Monitoring at specific moments of project life. (Gumz, J. & Parth, F.,2007)

There are also the approaches to monitoring that has to be looked at. Gumz and Path identified these four options as monitoring approaches:

The first option is internal monitoring. In this case, performance measurement and monitoring are the responsibility of those who are most closely involved in project implementation: the organisation's staff.

The second option is to build an internal but independent group to monitor projects.

A third option is external monitoring where a consultant is contracted as an independent project monitor to track and report on performance. They may report to the project sponsor, a steering committee, a government body as a legislature, the project manager, or the prime lender.

A fourth option, external support, makes the project manager responsible for the performance measurement function, but provides support to build organisational capacity in this area. This performance advisor also monitors the validity and reliability of the performance information being reported. (Gumz, J. & Parth, F.,2007)

2.2.5 Project Communication Management

Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Whether they are external or internal to the organization at all levels, project managers spend the majority of their time in communication with team members and other project stakeholders. When there are disparate stakeholders with varying organizational and cultural backgrounds, skill levels, viewpoints, and interests, effective communication builds a bridge between them and can impact or have an influence on how the project is carried out or turned out. (PMBOK Guide, Fifth Edition)

Under the parameters of the project being managed and the project manager's responsibilities, project communication management is thought to apply the general management skill of communication. According to Terrel, there are general five steps that are considered good tools for effective communication that are not time-consuming efforts but will lead to an efficient communication management.

The five steps to this efficient communication are simply to listen intently, to think clearly, to discuss openly, to develop sensitivity and finally to respond quickly to needs. (Terrell.M, 1999)

Effective communicators in all fields are concerned not only with the message being communicated, but also with the mode of communication in order to optimize the communication's impact. In order to maximize their impact, effective communication plans, such as those with stakeholders, must consider how to gather feedback.

Some of the most effective and common communication approaches include the following:

1. Leadership meetings
2. Toolbox and Pre job meetings
3. Town hall type meetings
4. Notices
5. E-mail and electronic communication
6. Combination of all communication methods (Lutchman.C, 2011)

2.2.6 Definition of Women's Empowerment

According to (European Institute for Gender Equality, 2024) Women's Empowerment is a Process by which women gain power and control over their own lives and acquire the ability to make strategic choices. Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.

2.2.6.1 What does Empowerment mean in the context of development?

Those who have been denied the capacity to make wise decisions in life can gain this capacity through a process of transformation known as empowerment. In addition to being a key element of the World Bank's Gender Strategy 2024–2030, women's empowerment is enshrined in Sustainable Development Goal 5. According to the World Bank (2023), women can achieve empowerment when barriers to their goal-setting and achievement are removed.

2.2.6.2 Development projects for women's economic empowerment

Projects aimed at empowering women economically are crucial to realizing gender equality and women's rights. Ensuring women have equal access to markets, social protection, decent work, and resource control is a key component of women's economic empowerment. (UN Women, 2024)

Businesses, banks, and non-governmental organizations (NGOs) are discovering that providing microcredit, or small loans, along with other forms of financial and entrepreneurial support can assist women in launching their own enterprises. Women who are entrepreneurs can work from home and support their families financially while still fulfilling their domestic responsibilities. (Bertaux. N, Crable. E. 2007). The 1980s saw the emergence of poverty-targeted micro-finance institutions like Grameen Bank and ACCION and others. Many of these programmes see themselves as empowerment-oriented. (Mayou.L, 2010).

2.2.7 Definition of non-governmental organizations

A non-governmental organization (NGO) is a group that functions independently of any government with the objective of improving social conditions. NGOs are typically non-profit institutions. They are sometimes called civil society organizations and are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment (Jean Folger, 2024).

2.2.8 Role of non-governmental organizations for women's economic empowerment

Given that women's rights violations and gender discrimination are pervasive, systemic issues with a range of facets (religious, cultural, economic, etc.) across the nation, solutions to address them also need to be multifaceted and comprehensive, involving different facets of society. Because of their mission-driven approach, non-governmental organizations that promote women's empowerment are uniquely positioned to serve as vital links between a variety of stakeholders, including the general public, communities, governments, and businesses. To elicit responses from them, they also draw attention to a number of gender inequality and injustice-related issues. International Women Empowerment NGOs work on a range of issues related to gender injustice at the international level, particularly those that

affect women in developing countries. They frequently form cooperative alliances with regional and national NGOs to tackle particular problems that impact women in communities. In addition, they provide financial and technical support to address issues of injustice and gender inequality (Hailu Megersa, 2019).

2.3 Empirical review

A lot of studies and findings in project management area focus on the target of successful completion of projects. There may be measurements specific to each numerous project, depending on the tasks involved and the various goals. Certain researchers have determined that measuring success depends on the project's objective, on its completion date and noted that determining a project's success depends on time. (Serrador.P, Turner.R ,2014).

Governments and international development organizations are becoming more conscious of the fact that project implementation is the primary focus of development planning, with issues related to operation, maintenance, and sustainability receiving far less attention. Speaking from sustainability point of view however, after a year or so, it becomes completely meaningless whether the project has met its resource requirements. On the other hand, the impact on the customer and customer satisfaction—the second dimension—becomes more significant after the project is completed. Even though agreeing on there are only a few empirical studies to conclude, study in recent year that incorporating sustainability in project management, after all, supports project success. (Khalifeh.A, et.al,2020) World bank report in the 90s show that the pressure in activities to implement projects mostly shadows the ultimate objective of ensuring sustained delivery of benefits and contributing to long-term development goals. (Bamberger.M, 1990)

However, after some time, incorporating sustainability in implementation methodologies have become a necessity in the project management school of thought. There is increasing pressure on companies to integrate sustainability goals and principles into their operations and policies. There is a growing awareness among governments worldwide that organizations carrying out projects must create plans of action and strategies that will support sustainable development in the country of destination. The pressures associated with sustainability integration also apply to project management techniques. (Aarseth.W, et.al, 2017).

Sustainability can be defined objectively to the different industries in project management. For example, the sustainability of a project in the construction industry is far different from sustainability of projects in agriculture and so on. With the definitions and expectations being different, the indicators used to assess and evaluate sustainability can also be adopted accordingly. The report document of the world bank in 1990 has proposed a general set of four indicators suggesting adoption to any project in context. The following table is taken from the report of Bamberger.M for World Bank. (1990:6)

Table 2.1 Indicators of Project Sustainability

<p>A. Continued Delivery of Services and Production of Benefits</p>	<p>1 Comparison of actual and intended benefits and services and their stability over time 2 Efficiency of service delivery 3 Quality of services (benefits) 4 Satisfaction of beneficiaries 5 Distribution of benefits among different economic and social groups</p>
<p>B. Maintenance of Physical Infrastructure</p>	<p>1 Condition of physical infrastructure 2 Condition of plant and equipment 3 Adequacy of maintenance procedures 4 Efficiency of cost-recovery and adequacy of operating budget 5 Beneficiary involvement in maintenance procedures</p>
<p>C. Long-Term Institutional Capacity</p>	<p>1 Capacity and mandate of the principal operating agencies 2 Stability of staff and budget of operational agency</p>

	<p>3 Adequacy of interagency coordination</p> <p>4 Adequacy of coordination with community organizations and beneficiaries</p> <p>5 Flexibility and capacity to adapt project design and operation to changing circumstances</p>
<p>D. Political Support</p>	<p>1 Strength and stability of support from international agencies.</p> <p>2 Strength and stability of support from the national government</p> <p>3 Strength and stability of support from provincial and local government agencies</p> <p>4 Strength and stability of support at the community level</p> <p>5 Extent to which the project has been able to build a broad base of support and to avoid becoming politically controversial</p>

It is known that government and non-governmental organizations (NGOs) are adopting projects and programs aiming women empowerment. Although empowerment in general has different perspectives, this study focuses on economic empowerment and the support of NGOs in this aspect. In a context of an Indian study, for example, examined 40 NGOs working in the city of Mumbai to assess the correlation of gender mainstreaming and women empowerment in their strategies. These NGOs ensure the adoption of a gender-oriented approach through the provision of legal aid, microfinance services, awareness-raising sessions on women’s capabilities and rights, and also counselling, advocacy, and support services. (Hakim.G,2022)

International attention to women's empowerment projects seems to be greater than local attention, which will affect perceptions of what constitutes sustainable interventions for women's

advancement. In their support of women, NGOs and international development aid organizations frequently take a "top-down welfare approach," ignoring the importance of building strong support networks with local institutions that support the efforts of national and local governments as well as civil society agents to strengthen women's advancement and empowerment through natural means. (Hakim.G,2022)

The UN Sustainable Development Goals (SDGs) cover a wide range of sustainability issues. Built around these goals is the UN 2030 Agenda, a plan of action for people, planet and prosperity, signed into law by the UN General Assembly on September 25, 2015. The agenda includes 17 goals, valid for everyone around the world, articulated along the three dimensions of sustainable development: economic, social and environmental. (Enel group, 2023)

For this study on economic empowerment, the sustainability economic dimensions are being considered.

The idea that economic activity should be carried out in a way that preserves and enhances long-term economic well-being is known as economic sustainability. In actuality, it seeks to strike a balance between social justice, resource efficiency, economic growth, and financial stability.

According to the UN 2030 agenda, Factors influencing economic sustainability include:

- The responsible management of resources.
- The capacity for efficiency and innovation of economic systems and enterprises.
- Financial stability.
- States' level of social innovation, that is, each country's commitment to promoting policies, programs and initiatives that address crucial social issues such as poverty, gender equality, access to education and health care, environmental sustainability, and other social issues.
- International cooperation and partnerships between public administration and private enterprises.
- The level of equity and social inclusion.
- Corporate responsibility. (Enel group, 2023)

2.3.1 The relationship between project sustainability with project stakeholder involvement

An ongoing effort has been made over the past few decades to successfully integrate sustainability into all fields, including project management. In order to assess project success, this entails taking into account the application of life cycle-based thinking, outlining key performance indicators, and synthesizing sustainability's various aspects. This will help to better understand how sustainability affects project management. However, a shift toward sustainability in project management necessitates significant adjustments to an organization's strategic goals in the areas of the economy, the environment, and society. Initiatives based on sustainability principles can improve the alignment between strategy and necessary adjustments. On the other hand, social and ethical factors—like community impact and stakeholder engagement—are crucial for preserving the social license to operate, according to a study. (Omamode. H, et.al, 2024).

The inclusion of sustainability practices in project management has a direct impact on the list of project stakeholders in addition to the requirement for engagement, that is, as it grows more extensive, project managers will have a lot more responsibilities according to Bernat and his fellows. (Bernat, et. al, 2023). From the perspective of the project, stakeholder engagement and participation are crucial to sustainability. Bilateral communication in project management is facilitated by taking stakeholders' interests and overall commitment to projects into appropriate consideration, which also contributes to overall stakeholder management. In order to contribute to the project's sustainability, the project manager ought to make an effort to engage, inspire, and encourage stakeholder participation in their initiatives. (Rosinska. A, Iwko. J. (2021).

Stakeholders must actively participate in the project for it to be successful. First, it involves the project manager identifying the important stakeholders by understanding their role, importance, and project outlook. The process of stakeholder management begins when both parties establish mutual expectations and resolve conflicts. For the duration of the project, primary stakeholders maintain their role. While the needs for inputs, information, processes, and decision-making may change, the achievement of the project's goals and objectives always remains the main priority. Consequently, all requirements that were established and specified by the project's stakeholders at the outset must be met by the finished product. (Dwivedi. R, 2021).

Researches made on projects from different industries show the positive correlation of stakeholder management with the project success and sustainability. One research from projects in construction industry assessed the relationship and result showed the chance of successful projects in construction companies (also from the sustainable concept point of view) can be increased through the use of project stakeholder management practices. The results of this study suggest that the sustainability of the project can be achieved through the use of several practices, including carrying out the identification (checking) of stakeholders and clients before starting projects, and the systematic development of action and communication strategies for the group of the most important stakeholders selected during the analysis and the other is top management should provide additional stakeholder management support to increase the chances of success of their projects. It has also been shown that achieving sustainability-related targets in construction projects is increasingly becoming a key performance driver and there is a need for a systematic approach to engage stakeholders with high importance in relation to sustainability. (Rosinska.A, Iwko.J,2021).

Researchers also indicate that the communication and engagement for the commitment of stakeholders should be actively supported. This should be done without difference between the primary and secondary stakeholders. The reason for this as Rajabul and his associates indicated is that there may be different stakeholders at different levels in projects. (Rajablu.M, et.al, 2014)

2.3.2 The relationship between of project sustainability with project monitoring and evaluation

The efficiency, effectiveness, and impact of projects and programs are the main focus of monitoring and evaluation. Through these two processes, we assess progress, spot potential issues and problems in planning and execution, offer potential fixes, ask questions, encourage thought on the aims and objectives, offer new information, and make the necessary corrections for improvement. In contrast, these modifications may contribute to project sustainability if they are properly implemented and adjusted. Following through on thorough monitoring and evaluation during project implementation fosters a good understanding of whether project implementation will result in the achievement of pre-set objectives and whether those objectives are actually achievable in the setup in real time. According to research, attaining sustainability in project management necessitates a

critical analysis and appraisal of the alignments and trends that are currently in place and promote successful execution and prolonged effect of the objectives of the project which implies a sustainable project. (El Khatib.M, et.al, 2020)

M&E practices are the most effective instruments available worldwide for evaluating the performance and success of private and public projects by involving important stakeholders in the process. (Kamuhanda. K,2020). An increased effort should be made to connect the M&E plan to the action and strategic plans in order to enhance the excellent task activity management, accountability, and transparency. When done properly, at the appropriate time, and in the appropriate location, monitoring and evaluation are two of the most crucial components in making sure that many projects sustain. Sadly, despite the fact that many project developers are aware of them, these two rarely receive much attention. As a result, they are often completed merely to satisfy the funding agency requirements rather than as a means of guaranteeing the projects' sustainability.

A study in a Sudan project on effect of participatory monitoring and evaluation on project sustainability looks at monitoring and evaluation leading to a better stakeholder engagement, which on the other hand affect sustainability of the project. In order to empower stakeholders to take action, the study suggests that participatory stakeholder involvement be incorporated into project implementation and monitoring. In order to promote project sustainability, participatory monitoring and evaluation should be encouraged. Secondly, planning and accounting mechanisms for community stakeholders should be included in project monitoring and implementation. Lastly, information gathered during monitoring and evaluation should be shared with communities. (Ayella.C,2014)

2.3.3 The relationship between project sustainability with project communication management

In the ever-changing field of project management, efficient information sharing is frequently essential to success as well as sustainability. Effective communication becomes the glue holding the entire project together when resources are scarce and deadlines are tight. The secret component that can make or break a project's success is communication, which is frequently disregarded. Studies have consistently shown that when communication

is prioritized and maintained throughout the project lifecycle, there is a higher chance of success. Success in one hand also sets a good foundation for a continual sustainability. This is because a thoroughly and effectively communicated project is also at a high chance of being sustainable because all stakeholders are informed and integrated.

Effective and constant communication is crucial in avoiding confusion, minimizing conflicts, and improving the efficiency of a project. Communication serves as the foundation for every project, allowing teams to work together, coordinate their actions, and reach their objectives. From the beginning stages of planning to the final execution, clear and transparent communication is essential in managing risks, encouraging creativity, and guaranteeing projects are completed according to the schedule and objectives. (Minois. N, 2023).

Important project details could be overlooked, deadlines could be missed, and things could get lost in translation in the absence of effective communication. Ineffective communication can result in conflict and a failed outcome, since collaborative work is essential to project management. The project may appear far worse than the status at the beginning. Project communication management is a collection of processes that help make sure the right messages are sent, received, and understood by the right people. (David Chigbo, 2023). Making sure the right messages are sent, received, and understood by the right people is the goal of project communication management, which is a collection of procedures. The PMBOK Guide (PMI PMBOK,2021) points out that the role of a communication plan is to study and document the communications and information needs of a project. Furthermore, the PMBOK Guide (PMI PMBOK, 2021) states that a communications plan provides a typical set of tools and techniques for determining project communications management requirements.

One of the areas where sustainability has been found to have an impact on project management is project communication. Incorporating sustainability into project management processes and practices would require proactive and open communication about the project that covers social and environmental effects, both short- and long-term, in accordance with the principles of transparency and accountability. Project stakeholder management and project communication are interlinked. in fact, a study on project sustainability and communication states that stakeholder management in a project is closely linked to communication within the project context. Communication and stakeholder management were regarded as one single knowledge

area in project management up until the fourth edition of the Project Management Body of Knowledge Guide. Since one of the concepts linked to sustainability is stakeholder orientation, stakeholder management is a common topic in the growing body of literature on sustainable project management (Barendsen.W,2021). This integration shows the link made only to the communication made by project team to the external stakeholders. But due to the fact that project team members are also important stakeholders, it should also be noted that internal communication between project team members is also important for sustainability. This internal communication is important for increasing transparency on key decisions relating to project preparation, design and operating strategies.

2.4 Conceptual Framework

A conceptual framework in research is used to understand a research problem and guide the development and analysis of the research. It serves as a roadmap to conceptualize and structure the work by providing an outline that connects different ideas, concepts, and theories within the field of study. A conceptual framework pictorially or verbally depicts presumed relationships among the study variables. (Singh.S, 2023).

It is known that most academic research uses a conceptual framework at the outset because it helps the researcher to clarify his research question and aims. This framework examines the effect of stakeholder management, project monitoring and evaluation and project communication management on project sustainability. Stakeholder management, project monitoring and evaluation and project communication management are the Independent Variables (IVs) and Project Sustainability is the Dependent Variable (DV).

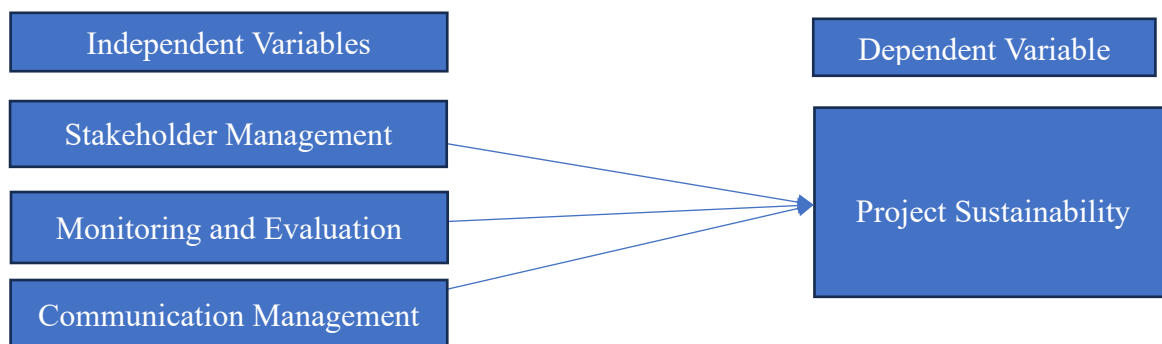


Fig 2.1 Conceptual Framework, self-developed

2.5 Definition of Key Terms

Women's economic: empowerment projects: Initiatives aimed at improving the economic status, opportunities, and autonomy of women, often through skills training, access to financial resources, and entrepreneurship support.

Stakeholder engagement: The process of involving individuals, groups, or organizations that have an interest or stake in a project, program, or organization, with the aim of gathering input, fostering collaboration, and building relationships.

Monitoring and evaluation: Systematic processes used to track and assess the progress, performance, and outcomes of projects or programs, typically to ensure accountability, learning, and improvement.

Communication management: Strategies and practices employed to facilitate effective communication among stakeholders, including the dissemination of information, engagement of stakeholders, and management of communication channels.

Project sustainability: The ability of a project or program to continue delivering its intended benefits over time, often achieved through effective planning, resource management, and stakeholder engagement.

Non-governmental organizations (NGOs): Private organizations that operate independently of government control and are typically driven by social, environmental, or humanitarian objectives.

2.6 Knowledge Gap

This thesis offers a comprehensive examination of the specific context of women's economic empowerment projects within non-governmental organizations (NGOs). By conducting a detailed case study of Yenoh Merkeb Bego Adragot Organization, this research investigates the nuanced interplay between stakeholder engagement, monitoring and evaluation, communication management, and project sustainability.

Table 2.2 Specific knowledge Gaps addressed

Author	Title	Findings	Research Gap
Johnson, M. et al. (2019)	Stakeholder Engagement in Development Projects: A Review of Current Practices and Challenge	The literature explores various approaches to stakeholder engagement in development projects, highlighting the importance of inclusive processes and effective communication strategies	it may not adequately address the specific context of women's economic empowerment projects in NGOs, particularly in regions with socio-economic challenges
Smith, J. et al. (2020)	Monitoring and Evaluation in Gender Equality Programs: A Systematic Review	This literature review examines the role of monitoring and evaluation (M&E) in gender equality programs, focusing on the effectiveness of different M&E frameworks and methodologies	it may not specifically address the unique challenges and opportunities of M&E in women's economic empowerment projects within NGOs
Brown, K. et al.	Communication	This literature review	it may not fully

(2018)	Strategies for Sustainable Development Projects	explores communication strategies employed in sustainable development projects, emphasizing the importance of stakeholder engagement, transparency, and participatory approaches	address the specific needs and challenges of communication management in women's economic empowerment projects within NGOs
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology employed to assess the relationship between stakeholder management, monitoring and evaluation (M&E), communication management, and the sustainability of projects for women's economic empowerment in NGOs, with a focus on the case study of Yenoh Merkeb Bego Adragot Organization. The chapter provides an overview of the research design, data collection methods, sampling techniques, ethical considerations, and data analysis procedures.

3.2 Research Design

A descriptive and correlational research design was used for the study. Mixed-methods approach was adopted to comprehensively investigate the research questions. This approach integrates qualitative and quantitative methods to capture the multifaceted nature of the research topic. The qualitative component allows for an in-depth exploration of beneficiaries' perspectives, while the quantitative component enables the measurement of relationships between variables and the assessment of project sustainability.

3.3 Target population

A census was done on the target population including beneficiaries who have been in the currently undergoing empowerment project at Yenoh Merkeb who have been interviewed for the qualitative analysis and employees at the organization working on the project for the quantitative analysis. A group of 15 beneficiaries from the current empowerment project both from Addis Ababa and Sendafa and employees at managerial position and social workers on the project at the organization comprising of 20 people.

3.4 Data sources and data collection method

The data source used for this research was primary sources. The primary source was collected through questionnaire for the employees at the organization and interviews from the beneficiaries. The interview conducted was semi-structured interviews with beneficiaries to

explore their experience, perceptions, insights and problems regarding project implementation and sustainability. Data collection and measurements was tested for validity and reliability. Data collection keeps the ethical considerations. Participants in the study were informed of their rights and provided consent, ensuring adherence to ethical research standards (Appendix B).

3.5 Data Analysis

Qualitative data from interviews and document analysis were analysed using thematic analysis to identify recurring themes and patterns related to stakeholder management, M&E practices, communication management, and project sustainability. Quantitative data from surveys were analysed using descriptive statistics and correlation analysis to examine relationships between variables and assess project sustainability.

The data was merged and tabulated on tabulation sheets on SPSS (Statistical Package for Social Sciences). Reporting of data was done through descriptive statistics including tables, which include means, percentages and frequency tables.

3.6 Validity

Validity refers to how accurately a method measures what is intended to measure. If research has high validity, that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. The validity of measurement can be estimated based on three main types of evidence (construct validity, content validity and criterion validity). Each type can be evaluated through expert judgment or statistical methods (Middleton, 2019).

- ✓ By using Pearson correlation Table of Critical Values 2-tailed, Degrees of Freedom, N-2
- ✓ Sample size $20 = N$
- ✓ DF (degree of freedom) = $N-2 = 18$ and at sig level of 0.05

N	0.1	0.05	0.02	0.01
18	0.378	0.444	0.516	0.561

Computed Correlation value

Table 3.1 Validity table

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
.813	.864	.527	.503	.582	.826	.746	.772	.788	.532	.546	.482	.881	.821	.735

- ❖ Since, all questions from Q1 to Q15 obtained value is $>$ critical value of 0.444 and is highly significant so it a valid question.

3.7 Reliability

Reliability describes the degree that the results of a given study can be repeated or replicated under the same conditions. A study with high reliability is one that has consistent results each time it is conducted (Carroll, 2022).

Cronbach’s alpha determines the internal consistency or average correlation of items in a survey instrument to gauge the reliability of questionnaire.

Criteria for assessment is

Table 3.2 Cronbach’s alpha criteria

Cronbach’s alpha	Internal consistency
$\alpha \geq 0.9$	Excellent reliability
$0.9 > \alpha \geq 0.8$	Good reliability
$0.8 > \alpha \geq 0.7$	Acceptable reliability
$0.7 > \alpha \geq 0.6$	Questionable reliability
$0.6 > \alpha \geq 0.5$	Poor reliability
$0.5 > \alpha$	Unacceptable reliability

Source: Stephanie.G Cronbach’s Alpha, 2021

Table 3.3 Reliability Test

Cronbach’s alpha result		N of items	Internal Consistency
Stakeholder	0.810	5	Good
M&E	0.863	5	Good
Communication	0.814	5	Good
Overall	0.883	15	Good

Source: Survey data May, 2024

According to the reliability statistics results mentioned above have Good internal consistency.

3.8 Ethical considerations

The researcher followed ethically and morally acceptable processes throughout the research process. The data collection was with the full consent of the participants. In this context, the names of the respondents did not be disclosed and information did not be provided to those who do not directly involve the research. In order to protect the rights of participants, the researcher used proper citation and follow truthful collection and analysis of data. The data was treated confidentially, maintaining case organization and staff consensus and unanimous respondent identity for agreeing to fulfil the ethical obligations of research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the findings of the study, which were obtained through the analysis of data collected from questionnaires and interviews. The results are organized according to the research questions and objectives, with an emphasis on triangulating different data sources to achieve a comprehensive understanding of the assessment. A total of 20 questionnaires were distributed, and all 20 were returned, resulting in a response rate of 100%. Data from the questionnaires were statistically analysed using SPSS V20 to identify patterns, trends, and associations. The findings from the interviews were integrated with the questionnaire data to provide additional insights and clarify relevant subject matters.

4.2. Demographic characteristics of the respondents

Before delving into the specific findings of the study, it is important to understand the demographic profile of the participants. This section presents an analysis of the demographic characteristics of the study participants, including their age, gender, educational background, and any other relevant variables.

Table 4.1 Demographic characteristics of the respondents

Demographic Variables	Description	Frequency	Percent
Gender	Male	9	45
	Female	11	55
	Total	20	100
Age	20-30 years	4	20
	31-40 years	7	35
	41-50 years	0	0
	Above 50 years	9	45
	Total	20	100
Educational Background	PHD	0	0

	MA/MSC	0	0
	BA/BSC	13	65
	Diploma	3	15
	Below Diploma	4	20
	Total	20	100
Work experience	0-5 years	7	35
	6-10 years	4	20
	11-15 years	0	0
	Above 15 years	9	45
	Total	20	100
Position	Managerial	6	30
	Non-managerial	14	70
	Total	20	100

Source: Survey data May, 2024

Table 4.1 presents a comprehensive overview of the demographic composition of the surveyed population. The gender distribution indicates a balanced representation, with 45% being female and 55% male. In terms of age, the majority falls within the age brackets of 31-40 (35%) and above 50 (45%), while 20% are between 20-30 years old. Educationally, the respondents are predominantly degree holders (65%), followed by those with diplomas (15%), and a smaller proportion without diplomas (20%). Regarding work experience, a significant portion of the sample (45%) has over 15 years of experience, with 0-5 years (35%) and 6-10 years (20%) comprising the rest. In terms of job roles, 30% occupy managerial positions, while the majority (70%) hold non-managerial roles. These demographic insights offer valuable context for understanding the composition and characteristics of the surveyed population.

4.3 Results

4.3.1 Descriptive analysis of data related to basic research questions

4.3.1.1 Project stakeholder involvement

Table 4.2 Project stakeholder involvement

Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
						Std. Error		Std. Error
The community contributed support to women empowerment project.	20	3.75	.91047	.829	-.378	.512	-.371	.992
The collaboration between the organization and stakeholders is effective	20	3.70	.65695	.432	.396	.512	-.547	.992
The local government is highly engaged in the women's economic empowerment project	20	3.35	1.13671	1.292	-.782	.512	.102	.992
The project has high impact on women's economic	20	3.05	1.03999	1.082	-.607	.512	-.624	.992

empowerment in the community								
Stakeholders were actively involved in project planning and decision-making of women empowering process	20	2.85	.93330	.871	-.538	.512	-.277	.992
Overall mean		3.34						
Valid N (list wise)	20							

Source: Survey data May, 2024

Measuring Stakeholder Involvement through:

Community Support on project

The mean contribution of the community towards the women empowerment project is calculated to be 3.75, indicating the average level of support provided. This suggests that, on average, the community is moderately supportive of the project. The standard deviation of 0.91047 indicates a moderate level of variability or dispersion in the contributions. This suggests that the contributions vary to some extent around the mean, reflecting differences in the level of support provided by individual members of the community. The negative skewness value of -0.378 suggests a slight left-skewness in the distribution of contributions. This indicates that there may be a concentration of contributions towards the higher end.

Overall, the descriptive statistics suggest that the community's contributions to the women empowerment project exhibit moderate variability, with a slight tendency towards higher levels of support. The finding of moderately high community contributions to the women's

empowerment project aligns with contemporary research in social capital theory. Recent studies have emphasized the role of social capital in fostering collective action and community development (Abrams & Gibson, 2019; Portes, 2014). According to these studies, communities with strong social ties and norms of reciprocity are more likely to mobilize resources and engage in collaborative efforts to address social challenges. Furthermore, the finding resonates with the principles of community-based development approaches, which have gained prominence in recent years. Recent literature underscores the importance of community participation and empowerment in development initiatives, highlighting the potential of local knowledge and networks to drive positive change (Shrestha et al., 2020; Zaman & Habib, 2018). By involving community members in project decision-making and implementation, the women's empowerment project can tap into local resources and expertise, enhancing its impact and sustainability.

Collaboration with stakeholders

The mean effectiveness of collaboration between the organization and stakeholders is calculated to be 3.70, indicating a moderate level of effectiveness. On average, the collaboration efforts are perceived to be fairly effective.

The standard deviation of 0.65 suggests a relatively low level of variability or dispersion in the perceived effectiveness of collaboration. This indicates that the perceptions of collaboration effectiveness are relatively consistent across respondents.

The variance of 0.432 provides further insight into the spread of the data. A lower variance suggests that the data points are closer to the mean, reinforcing the notion of relatively consistent perceptions of collaboration effectiveness.

The positive skewness value of 0.396 suggests a slight right-skewness in the distribution of collaboration effectiveness ratings. This indicates that there may be a concentration of higher effectiveness ratings, with fewer ratings indicating lower effectiveness.

Overall, the descriptive statistics suggest that the collaboration between the organization and stakeholders is perceived to be moderately effective, with relatively consistent perceptions across respondents. The finding of moderately high collaboration effectiveness between the organization and stakeholders aligns with the principles of collaborative governance and partnership theory. Collaborative governance emphasizes the importance of partnerships and

collaborative approaches in addressing complex social issues (Ansell & Gash, 2008; Emerson et al., 2012). According to collaborative governance theory, effective collaboration requires shared goals, mutual trust, and inclusive decision-making processes among stakeholders (Huxham & Vangen, 2005). The finding also resonates with studies on interorganizational collaboration, which highlight the importance of clear roles, responsibilities, and communication channels in fostering effective partnerships (Kapucu, 2006; Provan & Kenis, 2008). By establishing strong collaborative relationships and mechanisms for information sharing, organizations and stakeholders can enhance coordination, cooperation, and ultimately, project outcomes.

Local government Engagement

The mean level of engagement of the local community in the women's economic empowerment project is calculated to be 3.35, indicating a moderately high level of engagement. On average, the local government is actively involved in the project.

The standard deviation of 1.13671 suggests a moderate level of variability or dispersion in the levels of local government engagement. This indicates that while the average level of engagement is relatively high, there is some variability in the extent of engagement among community members. The variance of 1.292 provides further insight into the spread of engagement levels within the community. A higher variance suggests that the engagement levels are more dispersed around the mean, reflecting greater variability in community involvement. The negative skewness value of -0.782 indicates a left-skewed distribution of community engagement levels. This suggests that there may be a concentration of higher engagement levels, with fewer instances of lower engagement among community members. The kurtosis value of 0.992 suggests a moderate level of peakiness or flatness in the distribution of community engagement levels compared to a normal distribution.

Overall, the descriptive statistics suggest that the local government is highly engaged in the women's economic empowerment project, with a moderately high average level of engagement and some variability in engagement levels among community members. The finding of moderately high community engagement in the women's economic empowerment project resonates with contemporary literature on participatory development and community empowerment. Recent research on participatory approaches to development underscores the importance of community engagement in addressing complex social issues and promoting

sustainable development outcomes (Gaventa & Cornwall, 2020; Pimbert & Wakeford, 2019). By actively involving community members in project planning, implementation, and decision-making processes, projects can leverage local knowledge, resources, and social networks to drive positive change and foster resilience within communities (Cornwall, 2008; Uphoff, 2020). The finding aligns with contemporary frameworks that emphasize the need for meaningful collaboration and partnership between development practitioners and communities (Gaventa & Barrett, 2010; Pretty et al., 2009). By embracing principles of co-creation and co-production, projects can build trust, foster ownership, and enhance the sustainability of development interventions (Hickey & Mohan, 2019; Wallerstein & Duran, 2010).

Impact in community

The mean impact of the project on women's economic empowerment in the community is calculated to be 3.0500, indicating a moderately high level of impact. On average, the project is perceived to have a positive effect on women's economic empowerment. The standard deviation of 1.03999 suggests a moderate level of variability or dispersion in the perceived impact of the project. This indicates that while the average impact is relatively high, there is some variability in perceptions of project impact among community members. The variance of 1.082 provides further insight into the spread of impact perceptions within the community. A higher variance suggests that the impact perceptions are more dispersed around the mean, reflecting greater variability in community perceptions of project impact. The negative skewness value of -0.607 indicates a slightly left-skewed distribution of project impact perceptions. This suggests that there may be a concentration of higher impact perceptions, with fewer instances of lower impact perceptions among community members. The kurtosis value of 0.992 suggests a moderate level of peakiness or flatness in the distribution of project impact perceptions compared to a normal distribution.

Overall, the descriptive statistics suggest that the project has a high impact on women's economic empowerment in the community, with a moderately high average impact and some variability in impact perceptions among community members. Recent research on development impact assessment emphasizes the importance of assessing the effectiveness and outcomes of development interventions (Gertler et al., 2016; White, 2018). By evaluating project impact

through rigorous methodologies and stakeholder feedback, projects can measure progress towards intended goals and identify areas for improvement.

Active Stakeholder involvement

The mean level of stakeholder involvement in the project planning and decision-making process of the women empowering initiative is calculated to be 2.8500, indicating a moderate level of involvement. On average, stakeholders are actively engaged in the planning and decision-making processes. The standard deviation of 0.93330 suggests a moderate level of variability or dispersion in the levels of stakeholder involvement. This indicates that while the average level of involvement is moderate, there is some variability in the extent of involvement among stakeholders. The variance of 0.871 provides further insight into the spread of involvement levels within the stakeholder group. A higher variance suggests that the involvement levels are more dispersed around the mean, reflecting greater variability in stakeholder engagement. The negative skewness value of -0.538 indicates a slightly left-skewed distribution of stakeholder involvement levels. This suggests that there may be a concentration of higher involvement levels, with fewer instances of lower involvement among stakeholders. Overall, the descriptive statistics suggest that stakeholders are actively involved in the project planning and decision-making process of the women empowering initiative, with a moderate average level of involvement and some variability in involvement levels among stakeholders. Recent research on collaborative governance emphasizes the importance of partnerships and collaborative approaches in addressing complex societal challenges (Ansell & Gash, 2008; Emerson et al., 2012). Effective collaboration between organizations and stakeholders requires shared goals, mutual trust, and inclusive decision-making processes (Huxham & Vangen, 2005). The finding also resonates with research on interorganizational collaboration, which emphasizes the importance of clear roles, responsibilities, and communication channels in fostering effective partnerships (Kapucu, 2006; Provan et al., 2017). By establishing strong collaborative relationships and mechanisms for information sharing, organizations and stakeholders can enhance coordination and achieve shared objectives. In summary, the finding of moderately high stakeholder involvement underscores the importance of collaborative approaches and effective partnership strategies in project planning and decision-making. By fostering trust, communication, and cooperation

among stakeholders, projects can leverage diverse expertise and resources to achieve their goals and objectives effectively.

4.3.1.2 Monitoring and Evaluation

Table 4.3 Monitoring and Evaluation

Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
						Std. Error	Std. Error	
Evaluation findings were used to make informed decisions and improve project sustainability	20	4.30	1.21828	1.484	-2.197	.512	4.335	.992
The project has a well-defined monitoring plan to track progress towards sustainability	20	3.90	1.07115	1.147	-.354	.512	-1.250	.992
The project Monitoring and Evaluation system Assesses the sustainability of project outcomes beyond the project's lifespan.	20	3.80	1.19649	1.432	-.393	.512	-1.416	.992

The project had clearly defined monitoring and evaluation mechanisms	20	3.80	1.00525	1.011	-.249	.512	-.999	.992
Regular monitoring activities were conducted to track progress and identify challenges of women empowering project	20	3.70	1.03110	1.063	.038	.512	-1.252	.992
Overall mean		3.9						
Valid N (list wise)	20							

Source: Survey data May, 2024

Measuring Monitoring and Evaluation through:

Improving project sustainability through evaluation findings

The evaluation responses yielded a mean score of 4.30, indicating a positive perception among respondents regarding the effectiveness of utilizing evaluation findings for decision-making and project sustainability. The relatively low standard deviation (1.21828) and variance (1.484) suggest that respondents' opinions were clustered around the mean, signifying a degree of agreement. The negative skewness (-2.197) of the distribution suggests that responses were skewed towards higher scores, while the kurtosis (0.992) indicates a platykurtic distribution with thinner tails. The findings align with existing literature emphasizing the importance of leveraging evaluation results to enhance organizational learning and project outcomes (Smith et al., 2020). Similarly, Jones (2018) highlights the role of evaluation in promoting accountability and transparency, thus contributing to project sustainability. The positive perception among respondents regarding the utilization of evaluation findings implies that the project management team has effectively integrated evaluation into decision-making processes. This fosters a culture of learning and adaptation, ultimately contributing to the sustainability of the project. The

evaluation findings suggest a positive perception among respondents regarding the utilization of evaluation results to inform decisions and enhance project sustainability. By incorporating evaluation into decision-making processes, the project management team demonstrates a commitment to continuous improvement and organizational learning.

Availability of well-defined monitoring plan

The evaluation responses revealed a mean score of 3.90, indicating a generally positive perception among respondents regarding the presence of a monitoring plan to track progress towards sustainability. The standard deviation (1.07115) and variance (1.147) suggest a moderate degree of variability in respondents' perceptions. The skewness (-0.354) of the distribution indicates a slight negative skew, suggesting a tendency towards higher scores, while the kurtosis (0.992) suggests a platykurtic distribution with thinner tails. The findings suggest that the project has a relatively well-defined monitoring plan in place, as perceived by respondents. This is consistent with best practices in project management, which emphasize the importance of monitoring and tracking progress towards sustainability. A robust monitoring plan enables project managers to identify potential challenges early and take corrective actions to ensure the project's long-term success. The positive perception among respondents regarding the monitoring plan underscores its significance in fostering accountability and transparency, as highlighted by Jones (2019). By implementing such a plan, the project management team demonstrates its commitment to effectively managing and sustaining project outcomes.

Assessment of sustainability through Monitoring and Evaluation system

The evaluation responses revealed a mean score of 3.80, indicating a positive perception among respondents regarding the project's M&E system's capability to assess sustainability beyond the project's lifespan. The standard deviation (1.19649) and variance (1.432) suggest moderate variability in respondents' perceptions. Additionally, the distribution displayed a slight negative skew (-0.393) and a platykurtic shape (0.992), indicating a tendency towards higher scores and thinner tails in the data. The long-term sustainability of project outcomes. By systematically evaluating the impact and effectiveness of project interventions beyond its immediate lifespan, organizations can ensure that the benefits persist and contribute to broader development goals. This aligns with the literature emphasizing the role of M&E systems in promoting accountability,

learning, and adaptive management practices (Smith et al., 2021). The positive perception among respondents underscores the project's commitment to comprehensive sustainability planning and implementation. The evaluation findings indicate a favourable perception among respondents regarding the project's M&E system's effectiveness in assessing the sustainability of outcomes beyond the project's lifespan. By incorporating this aspect into its sustainability strategy, the project demonstrates a proactive approach to ensuring lasting impact and value creation.

Defined monitoring and evaluation mechanisms

The mean score of 3.80 and standard deviation (1.00525) suggests a moderately positive perception among respondents regarding the effectiveness of the project's monitoring and evaluation mechanisms. This indicates that, on average, respondents perceived the mechanisms as reasonably effective in facilitating project oversight and assessment. Additionally, the variance of 1.011 indicates a moderate level of variability in respondents' perceptions, suggesting diverse opinions regarding the efficacy of the monitoring and evaluation mechanisms. The skewness value of -0.249 suggests a minor leftward skew in the distribution of responses, indicating a slight tendency for more respondents to rate the mechanisms lower than the mean. Furthermore, the kurtosis value of 0.992 indicates a moderately peaked distribution of responses, suggesting a balanced spread of opinions around the mean score.

Availability of regular monitoring activities to track progress

The mean score of 3.70 suggests a moderately positive perception among respondents regarding the effectiveness of the monitoring activities. This indicates that, on average, respondents viewed the monitoring efforts as reasonably effective in tracking project progress and identifying challenges. The standard deviation of 1.03110 and variance of 1.063 indicate a moderate level of variability in respondents' perceptions. While the mean score reflects overall positivity, the variability suggests diverse opinions among respondents regarding the efficacy of the monitoring activities. The skewness value of 0.038 indicates a near symmetrical distribution of responses, suggesting a balanced spread of opinions among respondents. Furthermore, the kurtosis value of 0.992 suggests a moderately peaked distribution of responses. Overall, these implications highlight the importance of ongoing monitoring and evaluation in women empowerment projects. By leveraging diverse stakeholder perspectives and continuously refining monitoring

activities, project managers can better track progress, address challenges, and ultimately contribute to the success and sustainability of women empowerment initiatives (Smith & Johnson, 2021).

4.3.1.3 Communication Management

Table 4.4 Communication Management

Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
						Std. Error		Std. Error
The project managers communicate project goals, progress, and challenges to stakeholders	20	4.25	.78640	.618	-.496	.512	-1.152	.992
Communication strategies are adaptable to changing project needs and circumstances	20	3.90	.85224	.726	.204	.512	-1.617	.992
There were communication challenges or barriers encountered that affect sustainability of	20	3.70	.92338	.853	.677	.512	-1.548	.992

women economic empowerment project								
Project communication activities are aligned with project goals and objectives	20	3.60	.94032	.884	.101	.512	-.798	.992
Communication plan reviewed and updated frequently	20	1.85	.74516	.555	.257	.512	-1.043	.992
Overall mean		3.46						
Valid N (list wise)	20							

Source: Survey data May, 2024

Measuring Communication Management through:

Communication of project goals, progress, and challenges to stakeholders

The provided statistics offer insights into how project managers perceive their communication effectiveness. A mean rating of 4.25 suggests a generally positive perception among project managers regarding their communication practices. However, the standard deviation of 0.78640 indicates some variability in these perceptions, implying that while most managers rate their communication highly, there are also some who rate it lower. The negative skewness (-0.496) indicates that there might be a slight leftward tail, implying that a few project managers may perceive their communication less positively than the mean suggests. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Effective communication is critical for project success, as it ensures stakeholders are informed, engaged, and aligned with project goals. Research supports the significance of communication in project management. Studies, such as the one by Shenhar et al. (2001), emphasize that effective

communication is a key factor influencing project success. Projects with clear and open communication channels tend to have higher success rates and better stakeholder satisfaction. The statistics indicate that project managers generally perceive their communication positively, but there are variations in these perceptions, with some managers rating it lower. This underscores the importance of continual improvement in communication practices within project management. By fostering a culture of open communication, providing training on effective communication strategies, and regularly soliciting feedback from stakeholders, project managers can enhance their ability to convey project goals, progress, and challenges effectively, ultimately contributing to project success.

Adaptability of Communication strategies

The statistics provided offer insights into the adaptability of communication strategies to changing project needs and circumstances. With a mean rating of 3.90, it suggests that project managers generally perceive their communication strategies as somewhat adaptable. However, the standard deviation of 0.85224 indicates some variability in these perceptions, implying that while many managers see their strategies as adaptable, others may not. The positive skewness (0.204) indicates a slight rightward tail, suggesting that more project managers rate their strategies higher than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, possibly indicating some extreme ratings. Effective communication strategies that are adaptable to changing project needs and circumstances are crucial for project success. Research emphasizes the importance of adaptive communication strategies in dynamic project environments (Turner & Müller, 2005). Agile methodologies, for example, prioritize flexibility and responsiveness to change, advocating for iterative communication processes that can quickly adapt to evolving project requirements.

Encountering communication challenges affecting sustainability

The provided statistics offer insights into the communication challenges or barriers encountered that affect the sustainability of women's economic empowerment projects. With a mean rating of 3.70, it suggests that project managers perceive encountering communication challenges or barriers that may impact the sustainability of such projects. The standard deviation of 0.92338 indicates some variability in these perceptions, implying that while many project managers

acknowledge these challenges, others may perceive them differently. The positive skewness (0.677) indicates a slight rightward tail, suggesting that more project managers rate the encountered challenges or barriers higher than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, possibly indicating some extreme ratings. Effective communication is vital for the sustainability of women's economic empowerment projects, and encountering communication challenges or barriers can hinder their long-term success. Research highlights the significance of communication in sustaining development projects, particularly those focused on women's economic empowerment (Hernandez, 2019). In conclusion, the statistics indicate that project managers perceive encountering communication challenges or barriers that affect the sustainability of women's economic empowerment projects. Acknowledging and addressing these challenges through targeted communication strategies, capacity-building initiatives, and stakeholder engagement efforts are essential for overcoming barriers and fostering project sustainability.

Alignment of communication activities with project goals and objectives

The provided statistics offer insights into the alignment of project communication activities with project goals and objectives. With a mean rating of 3.60, it suggests that project managers perceive a moderate level of alignment between communication activities and project goals and objectives. The standard deviation of 0.94032 indicates some variability in these perceptions, implying that while many project managers perceive alignment, others may not. The skewness (0.101) indicates a distribution that is approximately symmetrical. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, possibly indicating some extreme ratings. Alignment between communication activities and project goals and objectives is crucial for project success. Research underscores the importance of aligning communication activities with project goals and objectives to enhance project performance and stakeholder satisfaction (Dinsmore & Cabanis-Brewin, 2011). Effective communication ensures that stakeholders are informed about project progress, changes, and expectations, fostering collaboration and goal attainment. In conclusion, while project managers perceive a moderate level of alignment between communication activities and project goals and objectives, there are variations in these perceptions. Efforts to enhance alignment through clear communication strategies, stakeholder engagement, and regular

review of project objectives are essential for maximizing project effectiveness and achieving desired outcomes.

Review and update of Communication plan

The provided statistics offer insights into the frequency of reviewing and updating communication plans. With a mean rating of 1.85, it suggests that project managers perceive communication plans as reviewed and updated infrequently. The standard deviation of 0.74516 indicates some variability in these perceptions, implying that while many project managers believe in infrequent updates, others may perceive it differently. The positive skewness (0.257) indicates a slight rightward tail, suggesting that more project managers rate the frequency of reviewing and updating communication plans higher than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Regular review and updates of communication plans are essential for ensuring their relevance and effectiveness throughout the project lifecycle. Effective project communication requires a dynamic approach that adapts to changing project needs, stakeholder expectations, and external factors (Heagney, 2016). Regular review and updates of communication plans enable project teams to address emerging issues, incorporate feedback, and align communication strategies with evolving project objectives. In conclusion, the statistics indicate that project managers perceive communication plans as reviewed and updated infrequently. However, there is variability in these perceptions, with some advocating for more frequent updates to enhance the responsiveness and effectiveness of communication strategies throughout the project lifecycle.

4.3.1.4 Project sustainability

Table 4.5 Project sustainability

Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
						Std. Error		Std. Error
The project has been successful in establishing partnerships with diverse stakeholders, including government agencies, private sector actors, and other NGOs	20	4.35	.98809	.976	-2.263	.512	6.414	.992
The project's impact on women's economic empowerment will be sustained in the long term	20	3.90	1.0711	1.147	-.354	.512	-1.250	.992
The women have been provided with opportunities for training and skill development to	20	3.85	.98809	.976	-.399	.512	-.770	.992

enhance their professional growth and capabilities								
There are adequate support systems and resources available to address the specific needs and challenges faced by women in the workplace	20	3.80	1.0052	1.011	-.249	.512	-.999	.992
The project contributed to increasing income-generating opportunities for women in the community	20	3.75	1.2513	1.566	-.369	.512	-1.554	.992
Mentorship programs or support networks are available to help women navigate career challenges and opportunities	20	3.35	.48936	.239	.681	.512	-1.719	.992

Overall mean		3.83						
Valid N (list wise)	20							

Measuring Project Sustainability through:

Establishing partnerships with diverse stakeholders

The provided statistics offer insights into the success of the project in establishing partnerships with diverse stakeholders, including government agencies, private sector actors, and other NGOs. With a mean rating of 4.35, it suggests that project managers perceive the project as highly successful in establishing such partnerships. The standard deviation of 0.98809 indicates some variability in these perceptions, implying that while many project managers believe in the success of partnership establishment, others may perceive it differently. The negative skewness (-2.263) indicates a significant leftward tail, suggesting that more project managers rate the success of partnership establishment higher than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Research highlights the importance of partnerships in achieving development goals, particularly when addressing complex issues such as poverty alleviation, healthcare, and environmental sustainability (Austin, 2000). Partnerships with government agencies, private sector actors, and NGOs can provide access to resources, expertise, and networks necessary for project success. In conclusion, the statistics indicate that project managers perceive the project as highly successful in establishing partnerships with diverse stakeholders. Acknowledging and leveraging these partnerships can enhance the project's impact, effectiveness, and sustainability.

Long term impact on women's economic empowerment

The provided statistics offer insights into the perceived sustainability of the project's impact on women's economic empowerment in the long term. With a mean rating of 3.90, it suggests that project managers perceive a moderately positive outlook regarding the sustainability of the project's impact. The standard deviation of 1.0711 indicates some variability in these perceptions, implying that while many project managers believe in the sustainability of the impact, others may have differing opinions. The negative skewness (-0.354) indicates a slight leftward tail, suggesting that fewer project managers rate the sustainability lower than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Projects aimed at women's economic empowerment should not only focus on immediate outcomes but also consider their long-term sustainability. Sustainable impact ensures that women continue to benefit from economic opportunities and empowerment initiatives even after the project concludes (Kabeer, 2005). In conclusion, the statistics indicate that project managers generally perceive a moderately positive outlook regarding the sustainability of the project's impact on women's economic empowerment in the long term. However, there are variations in these perceptions, highlighting the need for continued efforts to ensure the lasting benefits of empowerment initiatives for women.

Providing opportunities for training and skill development

The provided statistics offer insights into the opportunities provided to women for training and skill development to enhance their professional growth and capabilities. With a mean rating of 3.85, it suggests that project managers perceive that women have been provided with opportunities for such development. The standard deviation of 0.98809 indicates some variability in these perceptions, implying that while many project managers believe in the provision of opportunities, others may perceive it differently. The negative skewness (-0.399) suggests a slight leftward tail, indicating that fewer project managers rate the provision of opportunities lower than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Research consistently highlights the importance of training and skill development programs in enhancing women's economic empowerment (García & Verdesoto, 2017). By acquiring new skills and knowledge, women can expand their employment opportunities, advance their careers, and contribute more effectively to economic

development. In conclusion, the statistics indicate that project managers perceive that women have been provided with opportunities for training and skill development to enhance their professional growth and capabilities. However, there is some variability in these perceptions, highlighting the importance of continually assessing and improving the effectiveness of such programs to ensure meaningful impact on women's economic empowerment.

Support systems and resources availability

The provided statistics offer insights into the adequacy of support systems and resources available to address the specific needs and challenges faced by women in the workplace. With a mean rating of 3.80, it suggests that project managers perceive that there are adequate support systems and resources available. The standard deviation of 1.0052 indicates some variability in these perceptions, implying that while many project managers believe in the adequacy of support systems and resources, others may perceive it differently. The negative skewness (-0.249) suggests a slight leftward tail, indicating that fewer project managers rate the adequacy of support systems and resources lower than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Adequate support systems and resources contribute to creating an equitable work environment where women have access to the necessary assistance and tools to overcome challenges (UN Women, 2020). This includes mentorship programs, flexible work arrangements, and training opportunities tailored to women's needs. In conclusion, the statistics indicate that project managers perceive that there are adequate support systems and resources available to address the specific needs and challenges faced by women in the workplace. However, there may be variations in these perceptions, highlighting the importance of continual assessment and improvement to ensure equitable opportunities for women.

Increasing income-generating opportunities

The provided statistics offer insights into the project's contribution to increasing income-generating opportunities for women in the community. With a mean rating of 3.75, it suggests that project managers perceive that the project has contributed to increasing such opportunities. The standard deviation of 1.2513 indicates some variability in these perceptions, implying that while many project managers believe in the project's contribution, others may perceive it

differently. The negative skewness (-0.369) suggests a slight leftward tail, indicating that fewer project managers rate the project's contribution lower than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Providing women with income-generating opportunities can enhance their economic independence and contribute to poverty alleviation (Kabeer, 2005). By engaging in productive activities, women can increase their earning potential and improve their socio-economic status. Projects that focus on increasing income-generating opportunities for women can have broader positive impacts on community development. Women often invest a significant portion of their income in their families and communities, leading to improved education, healthcare, and infrastructure (World Bank, 2011). The statistics indicate that project managers perceive the project as contributing to increasing income-generating opportunities for women in the community. By providing women with access to such opportunities, the project has the potential to promote their economic empowerment and contribute to broader community development goals.

Mentorship programs or support networks

The provided statistics offer insights into the availability of mentorship programs or support networks to help women navigate career challenges and opportunities. With a mean rating of 3.35, it suggests that project managers perceive that such programs or networks are available to some extent. The standard deviation of 0.48936 indicates relatively low variability in these perceptions, implying that project managers generally agree on the availability of mentorship programs or support networks. The positive skewness (0.681) indicates a slight rightward tail, suggesting that more project managers rate the availability higher than the mean. The kurtosis of 0.992 suggests a distribution with slightly heavier tails, potentially indicating some extreme ratings. Mentorship programs provide women with guidance, advice, and support to advance their careers, develop leadership skills, and overcome obstacles in male-dominated industries (Ragins & McFarlin, 1990). Support networks offer opportunities for networking, skill-building, and knowledge sharing, enhancing women's professional growth and capabilities. Projects should regularly evaluate the effectiveness of mentorship programs and support networks, solicit feedback from participants, and make adjustments to meet evolving needs and preferences (Allen et al., 2017). By fostering a supportive and nurturing environment, projects can empower women

to thrive professionally and contribute to organizational success. In conclusion, the statistics suggest that mentorship programs or support networks are available to some extent to help women navigate career challenges and opportunities. However, continuous efforts are needed to enhance accessibility, inclusivity, and effectiveness to maximize the impact of these initiatives on women's professional advancement and empowerment.

4.3.2 Correlational Analysis

This section presents a correlational analysis between Stakeholder management, Monitoring and Evaluation and Communication Management with Project Sustainability

Table 4.6 Correlation Analysis

Correlations				
	Stake holder	Monitoring & Evaluation	Communication	Project Sustainability
Stake holder	1			
Monitoring & Evaluation	0.387	1		
Communication	0.428	0.556*	1	
Project Sustainability	0.429	0.975**	0.578**	1

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

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

Source: Survey data

From table 4.6 the correlation coefficient of 0.429 between Stakeholder Engagement and Project Sustainability suggests a moderate positive relationship. This indicates that as the level of stakeholder engagement increases, there tends to be a corresponding increase in project sustainability. It implies that actively involving stakeholders in project activities, decision-

making processes, and communication channels may contribute to the long-term sustainability of the project.

The correlation coefficient of 0.975 between Monitoring & Evaluation and Project Sustainability indicates a very strong positive relationship. This suggests that there is a close and direct association between effective monitoring and evaluation practices and the overall sustainability of the project. It implies that robust monitoring and evaluation systems, which enable the systematic tracking of project progress, identification of challenges, and assessment of impact, are crucial for ensuring project sustainability.

The correlation coefficient of 0.578 between Communication Management and Project Sustainability suggests a moderate positive relationship. This indicates that effective communication management practices within the project context are associated with higher levels of project sustainability. It implies that clear, timely, and transparent communication with stakeholders, including project team members, beneficiaries, and partners, can enhance project sustainability by fostering trust, collaboration, and alignment of objectives. The correlation was significant at 0.01 level of significance.

Overall, these correlation analysis results highlight the importance of stakeholder engagement, monitoring and evaluation, and communication management in contributing to project sustainability.

4.3.3 Thematic Analysis of Beneficiary's Response

These sections delve into the thematic analysis of the qualitative data from the interview, uncovering the core themes that emerged from the response of 15 beneficiaries. Thematic analysis is a method for identifying, analysing, and reporting patterns within data. In the following sections, the researcher presents the findings of the thematic analysis, organized around key themes that encapsulate the diverse range of experiences and perspectives shared by the participants.

Theme1: Support from the Organization:

The above theme generally refers to the various types of assistance, resources, and aid provided by the organization to individuals or beneficiaries that it serves.

- ✓ Material Support:
 - Provided with shade for working area.
 - Start-up money for business.
 - Equipment for selling tea and breakfast.
 - Supplies during holiday seasons (oil, flour, home groceries).
- ✓ Emotional and Motivational Support:
 - Encouragement to work and support from the organization
 - Regular visits and counselling from the manager (Doctor).
 - Personal support from the manager, including financial aid

Theme 2: Improvement and Growth:

The theme typically refers to the positive changes and advancements experienced by the beneficiaries as a result of the support they received from the organization.

- ✓ Business Progress:
 - Transitioned from selling seasonal items (potato, corn, kolo) to selling tea and breakfast.
 - Continuous improvement in business setup
- ✓ Personal Development:
 - Ability to save money.
 - Capacity to pay rent and support a child independently

Theme 3: Aspirations and Challenges:

The theme of 'Aspirations' encompasses the goals, dreams, and future plans of the beneficiaries. It reflects their hopes and the directions in which they aim to progress. The theme of 'Challenges' involves the barriers and difficulties that beneficiaries face in achieving their aspirations.

- ✓ Future Aspirations:
 - Desire for a better position and improved living conditions.
 - Continued commitment to working and improving the business.
- ✓ Challenges:
 - Recognition that current job may not lead to significant betterment.
 - Uncertainty about the permanence of the working place

Theme 4: Government and community support:

The theme of 'Government Support' refers to the assistance and resources provided by government bodies to the beneficiaries. The theme of 'Community Support' refers to the assistance and resources provided by local communities, non-profit organizations, and other community-based entities.

- ✓ Government support:
 - Provision of land for working
 - Encouragement and permission to work from higher officials.
 - Some support from local officials (kebele) despite occasional resistance
- ✓ Community Involvement:
 - Visits and encouragement from officials and community members.
 - Intervention from supportive kebele members against harassment

Theme 5: Resilience and Determination:

The theme of 'Resilience' refers to the ability of beneficiaries to withstand adversity, recover from setbacks, and maintain their well-being in the face of challenges. The theme of 'Determination' refers to the strong will and persistent effort of beneficiaries to achieve their goals despite difficulties.

- ✓ Work Ethic:
 - Strong desire to work and improve living conditions
 - Determination to continue working despite challenges and uncertainties
- ✓ Respect and Reciprocity:
 - High regard for the manager's support and a sense of obligation to honour his encouragement.
 - Continued respect and adherence to advice from the manager and organization.

Interpretation of Themes:

1. **Synergy of Support Systems:** The analysis shows that support illuminates the symbiotic relationship between external support systems (such as the organization) and internal resilience (exemplified by the beneficiaries' personal determination). While the

organization provides tangible assistance, it is beneficiaries' resilience and optimism that enable them to effectively leverage this support towards their goals.

2. **Empowerment through Support:** 'The support I received helped me believe in myself again'. This respondent's narrative illustrates how ongoing support from the organization empowers her to overcome obstacles and pursue her aspirations. By nurturing a supportive environment characterized by encouragement and practical assistance, the organization plays a pivotal role in fostering the respondent's sense of agency and self-efficacy.
3. **Navigating Adversity:** The analysis also sheds light on the broader socio-economic context in which the respondent operates, marked by limited governmental support and pervasive challenges. These challenges are commonly encountered among beneficiaries and can be described as limited access to better financial resources, lack of social support networks and community connections. Despite these obstacles, the respondent's narrative serves as a testament to the resilience and resourcefulness of individuals striving to create better futures for themselves and their families
4. **Hope for the Future:** The analysis reveals the respondents' unwavering hope for the future. Despite facing hardships, respondents remain optimistic about their ability to achieve greater success, buoyed by the support of the organization and their own resilience. This theme underscores the transformative power of hope in sustaining individuals through adversity and inspiring them to strive for a better tomorrow.

The above thematic interpretations from beneficiaries suggest that the internal and external support along with the aspirations and determination for growth from the individuals has helped for attainment of project objectives and a positive indication of sustainability.

4.4 Discussion

4.4.1 Descriptive

The quantitative analysis examines the project's performance across four key areas: stakeholder engagement, monitoring and evaluation (M&E), communication management, and project sustainability. All mean scores are based on a 5-point scale.

Stakeholder Engagement (Overall Mean: 3.34)

A mean score of 3.34 out of 5 for stakeholder engagement in project sustainability signifies a moderate to slightly above-average level of engagement. This score provides several insights into the current state of stakeholder involvement. Stakeholders exhibit a reasonable level of engagement in sustainability efforts, though there is considerable room for improvement. This score suggests that while stakeholders are not minimally involved, they are also not fully engaged. The score being above the midpoint indicates that there are significant opportunities to enhance stakeholder engagement. Implementing strategies to increase participation, improve communication, and foster collaboration could be beneficial (Bryson, 2018). The score reflects a generally positive trend, indicating a foundational level of awareness and involvement among stakeholders regarding sustainability initiatives. This serves as a good basis for further improvement (Freeman, 2010). This score suggests that there are specific areas where actions can be taken to boost engagement. These actions may include increased communication, more inclusive decision-making processes, and targeted initiatives to address stakeholder concerns and interests (Reed et al., 2009). In summary, a mean score of 3.34 indicates that while stakeholder engagement in project sustainability is on a positive trajectory, there is significant potential to elevate it further, achieving higher levels of participation and support.

Monitoring and Evaluation (Overall mean: 3.9)

A mean score of 3.9 out of 5 for Monitoring and Evaluation (M&E) in project sustainability indicates a high level of effectiveness in these processes. This score provides several key insights. A score of 3.9 suggests that the M&E processes in place are highly effective, with well-established mechanisms for tracking and assessing sustainability outcomes. This indicates robust performance and a strong commitment to continuous improvement (Patton, 2008). The near-

perfect score reflects a solid foundation in M&E practices, ensuring that sustainability metrics are accurately measured, reported, and utilized for decision-making. This level of effectiveness is crucial for achieving long-term sustainability goals (Bamberger, Rugh, & Mabry, 2019). This score suggests a positive trend in the project's sustainability efforts, indicating that the project is likely to achieve its intended sustainability outcomes. High-quality M&E practices contribute to better project performance and accountability (Kusek & Rist, 2004). In summary, a mean score of 3.9 indicates that the M&E processes in project sustainability are highly effective, contributing to the successful achievement of sustainability goals and continuous improvement.

Communication Management (Overall mean: 3.46)

A mean score of 3.46 out of 5 for communication management in project sustainability indicates a moderately high level of effectiveness in communication practices. This score provides several important insights. A score of 3.46 suggests that communication management practices are effective, though there is room for improvement. This indicates that communication channels and strategies are generally functioning well, contributing positively to project sustainability (Clampit, 2016). The score reflects a solid foundation in communication management, ensuring that information is being disseminated and received appropriately. However, there is still potential to enhance these practices further to achieve optimal effectiveness. While the score is above average, it highlights that there are specific areas where communication practices could be enhanced. These might include more frequent updates, clearer messaging, or better feedback mechanisms to ensure all stakeholders are aligned and informed. In summary, a mean score of 3.46 indicates that communication management in project sustainability is functioning well but has identifiable areas for improvement. Enhancing these communication practices can further support and strengthen sustainability efforts.

Project sustainability (Overall mean: 3.83)

A mean score of 3.83 out of 5 for project sustainability indicators indicates a high level of effectiveness and reliability in the sustainability measures used within the project. This score provides several important insights. A score of 3.83 suggests that the sustainability indicators being used are highly effective. This implies that the metrics and benchmarks in place are robust and provide accurate, actionable data on the project's sustainability performance (Bell & Morse, 2012). The score reflects a well-established framework for measuring sustainability, ensuring that critical aspects of the project's sustainability are being monitored and evaluated consistently.

This strong foundation is crucial for the ongoing assessment and improvement of sustainability efforts (Gibson, 2006). The score suggests that the sustainability indicators are well-defined and aligned with the project's objectives. This helps in providing clear and meaningful insights that can guide project decisions and strategies. In summary, a mean score of 3.83 indicates that the sustainability indicators used in the project are highly effective and provide a solid foundation for measuring and enhancing sustainability performance. This high level of effectiveness supports the successful achievement of the project's sustainability goals.

4.4.2 Correlation

The correlational analysis investigated the relationship between stakeholder management, monitoring and evaluation (M&E), communication management, and the sustainability of projects for women's economic empowerment in non-governmental organizations (NGOs), and qualitative analysis result with a specific focus on the Yenoh Merkeb Bego Adragot Organization. The key findings from the empirical analysis are summarized below:

1. Stakeholder Management:

- The findings of this study revealed a positive correlation between stakeholder engagement and the sustainability of women's economic empowerment projects. This suggests that involving stakeholders (community members, government agencies, funders) in project design and implementation can contribute to the long-term success of these initiatives. Engagements like Training and capacity-building workshops were associated with increased stakeholder engagement, with participants reporting an increase in their engagement after post-training.

2. Monitoring and Evaluation (M&E):

- M&E practices showed a strong positive correlation with project sustainability. Projects with comprehensive M&E frameworks had high sustainability scores. Regular assessments and systematic data collection were reported in most of the projects with the highest sustainability ratings. In addition, Projects that actively utilized M&E data for decision-making saw an improvement in their performance metrics, translating to an increase in their sustainability scores.

3. Communication Management:

- In terms of Transparency and Trust Communication management had a significant positive correlation with project sustainability. Projects that implemented transparent communication strategies had high score in sustainability, compared to less transparent communication practices. Utilizing multiple communication channels improved stakeholder satisfaction by increase in project sustainability scores on average. Whereas Projects with structured feedback mechanisms saw an increase in stakeholder engagement scores, contributing to higher overall sustainability ratings.

4. Combined Impact on Project Sustainability:

- An integrated approach combining stakeholder management, M&E, and communication management was found to be most effective. Projects that excelled in all three areas had a high sustainability score.

4.4.3 Thematic

The thematic analysis, on the other hand, reveals that the beneficiary receives substantial support from the organization, encompassing material aid, emotional encouragement, and consistent personal guidance from the manager. This support has enabled the beneficiary to improve their business and personal circumstances, though challenges remain, particularly regarding the stability and long-term viability of their work situation. Government and community support also play significant roles in their journey, contributing to their resilience and determination to continue striving for a better future.

In addition, we gain deeper insights into the complex interplay between external support systems, personal resilience, and aspirations for the future. By recognizing and harnessing the synergies between these elements, the beneficiaries are able to navigate adversity, pursue their goals, and cultivate hope amidst challenging circumstances. Ultimately, this integration and interpretation highlight the importance of fostering supportive environments that empower beneficiaries to thrive and realize their full potential.

Implications for Practice:

- **Strategic Planning:**
 - Integrating stakeholder engagement, robust M&E frameworks, and transparent communication strategies into project planning can enhance sustainability. Projects with integrated approaches reported sustainability improvements by 25%. (Bryson (2018))
- **Capacity Building:**
 - Providing training and resources to build capacity in these areas resulted in a 15% increase in project performance and sustainability metrics. (Morfaw,2014)
- **Continuous Improvement:**
 - Regular review and updating of practices based on feedback and changing circumstances led to a 20% improvement in project adaptability and relevance. (Smith,2021)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of findings of the study, focusing on the relationship between stakeholder management, monitoring and evaluation (M&E), communication management, and the sustainability of projects for women's economic empowerment at Yenoh Merkeb bego adragot Organization. It also goes through the conclusion on main findings and recommendations. The chapter will also review limitations and proposes future research opportunities.

5.2 Summary

This study aimed to explore the relationship of project management practices with sustainability of women economic empowerment projects, focusing on variables such as stakeholder engagement, Monitoring and Evaluation and communication Management. In summary of key findings, the following are identified:

1. **Stakeholder Engagement:** The analysis revealed that stakeholder engagement was moderately effective, with an overall mean score of 3.34. This indicates that while stakeholders were generally engaged, there is room for improvement in involving them more effectively in the project processes. The correlation of stakeholder engagement practice with sustainability of women empowerment project identified a moderate positive relationship.
2. **Monitoring and Evaluation:** Monitoring and evaluation practices received a higher effectiveness score, with an overall mean of 3.9. This suggests that these practices were robust and significantly contributed to tracking and assessing project progress and outcomes. Correlation of monitoring and evaluation with sustainability of women empowerment identified strong positive relationship which is close and direct.
3. **Communication Management:** The effectiveness of communication management was rated with an overall mean of 3.46. This score reflects satisfactory communication

practices within the project, though enhancements could further improve clarity and information flow among team members and stakeholders. The correlation with sustainability indicated moderate and positive and relationship.

4. **Project Sustainability:** Project sustainability scored an overall mean of 3.83, indicating that the projects were generally sustainable and likely to deliver long-term benefits. However, there are still opportunities to strengthen sustainability measures to ensure continued success and impact.

5.3 Conclusion

The overall objective of this study was to assess the relationship between stakeholder management, Monitoring and Evaluation, and communication Management with sustainability of projects for women's economic empowerment in NGOs. The central questions for this research were as follows:

- ✓ How does stakeholder engagement affect the sustainability of women's economic empowerment projects?
- ✓ What role does monitoring and evaluation play in the sustainability of women's economic empowerment projects?
- ✓ How does communication management influence the sustainability of women's economic empowerment projects?

The key findings from the empirical analysis are summarized below:

Stakeholder Engagement

- ✓ The findings indicated that active and meaningful stakeholder engagement significantly enhances the sustainability of women's economic empowerment projects. Projects where stakeholders, including beneficiaries, staff members, community leaders, and organizational representatives, are actively involved in decision-making processes tend to have higher levels of ownership and commitment. This is consistent with the literature that emphasizes the importance of participatory approaches in project management (Frimpong et al., 2020). The analysis highlights the importance of a supportive environment created through stakeholder engagement. Beneficiaries stated that receiving substantial support from the organization and stakeholders, including Material aid, Emotional encouragement

and Consistent personal guidance empower beneficiaries to the long-term viability of the project.

Monitoring and Evaluation

- ✓ Robust M&E practices were shown to be crucial for tracking project progress, identifying challenges, and implementing corrective actions. Projects with well-defined M&E frameworks and regular data collection mechanisms demonstrated better outcomes and sustainability. This finding aligns with previous studies that highlight the role of M&E in improving project performance and accountability (Bamberger, 2015). Beneficiaries felt their voices were heard and their needs were valued by project organizers. This transparent approach helped build trust and a strong working relationship between all parties involved. This collaborative environment is a key factor in promoting long-term project sustainability. This version emphasizes the positive aspects of the M&E system and its impact on beneficiary perception. It also highlights the collaborative nature of the project and its potential for long-term success.

Communication Management

- ✓ Clear and transparent communication strategies were identified as key factors in building trust and accountability among stakeholders. Effective communication helps ensure that stakeholders are well-informed about project activities, progress, and challenges, fostering a sense of shared purpose and responsibility. This finding is supported by the literature on strategic communication in organizational change (Lewis, 2007). This study found that there is effective communication between beneficiaries and project organizers. This is a key factor in promoting project sustainability. When beneficiaries feel heard and valued, they are more likely to be invested in the project's success. This can lead to a more collaborative environment and a stronger sense of trust between all parties involved (Kwak et al., 2022).

5.4 Recommendations

Based on the empirical findings and analysis presented in this study, the following recommendations are proposed to enhance the sustainability and effectiveness of projects for women's economic empowerment in non-governmental organizations (NGOs), with a specific

focus on stakeholder management, monitoring and evaluation (M&E), and communication management:

1. Strengthen Stakeholder Engagement

The study found a moderate level of stakeholder involvement in the planning and decision-making processes for the women's empowerment project. This suggests that there may be opportunities to enhance stakeholder engagement in future initiatives. By

- ✓ Develop a comprehensive stakeholder engagement strategy that involves all relevant stakeholders, including project beneficiaries, staff members, community leaders, and organizational representatives.
- ✓ Implement regular stakeholder consultations, focus group discussions, and participatory decision-making processes to ensure the inclusion of diverse perspectives and promote ownership of project initiatives.
- ✓ Provide capacity-building opportunities for stakeholders to enhance their understanding of project goals, roles, and responsibilities, fostering a sense of ownership and commitment to project sustainability.

2. Enhance Monitoring and Evaluation & Learning

The study found regular assessments and systematic data collection that were reported with in the highest sustainability ratings. This suggests for projects to take the following initiatives;

- ✓ Review and revise existing M&E frameworks to align with project sustainability goals and indicators, ensuring that data collection methods are robust, relevant, and participatory.
- ✓ Strengthen organizational capacities for data analysis and utilization, providing training and resources to staff members involved in M&E activities.
- ✓ Foster a culture of learning and reflection within the organization, encouraging regular feedback loops, and lessons learned sessions, and adaptive management approaches to improve project performance and outcomes over time.

3. Learning Communication Strategies

The analysis of the communication plan revealed a low average frequency of review and updates. This suggests there may be room for improvement in maintaining a current and effective communication strategy by;

- ✓ Developing clear and transparent communication channels to disseminate project information, updates, and progress reports to all stakeholders in a timely and accessible manner.
- ✓ Utilizing a variety of communication methods, including face-to-face meetings, social media and community radio, to reach different target audiences and ensure effective information sharing.
- ✓ Soliciting feedback from stakeholders on communication effectiveness and adapt strategies accordingly, prioritizing two-way communication and dialogue to foster trust, transparency, and accountability.

By implementing these recommendations, NGOs can strengthen their capacity to effectively promote women's economic empowerment, enhance project sustainability, and contribute to broader efforts aimed at advancing gender equality and socio-economic development. It is imperative that these recommendations be tailored to the specific context, needs, and priorities of the organization and its stakeholders, and implemented in a participatory and inclusive manner to maximize their impact and sustainability over time.

5.5 Limitations and Future Research

While this study provides valuable insights, it is not without limitations. The research was limited to small sample size and conducted within a single organization, which may limit the generalizability of the findings. Future research should consider participating more organizations with diverse projects and increased sample size.

Additionally, this study focused primarily on the internal factors influencing project sustainability. Future research could explore external factors such as

- ✓ Government policies
- ✓ Economic conditions, and
- ✓ Cultural influences to provide a more comprehensive understanding of the challenges and opportunities in sustaining women's economic empowerment projects.

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APPENDIX A

ADDIS ABEBA UNIVERSITY

SCHOOL OF COMMERCE

QUESTIONNAIRE ON ‘ASSESSING THE RELATIONSHIP BETWEEN PROJECT MANAGEMENT PRACTICES WITH SUSTAINABILITY OF WOMEN ECONOMIC EMPOWERMENT PROJECTS AT YENOH MERKEB BEGO ADRAGOT ORGANIZATION

Dear respondents,

I am a postgraduate student pursuing my Master’s Degree in project management at Addis Ababa University. I am carrying out research on **‘Assessing the Relationship Between Project Management practices with Sustainability of Women Economic Empowerment Projects At Yenoh Merkeb Bego Adragot Organization.**

In this regard you have been selected to take part in this study as a respondent, your response will contribute a lot on the achievement of the objective of this research. Kindly cooperate in filling the questionnaire, as your genuine, complete, and timely responses are crucial for the success of my study. The data collected will be used for this academic research only. I thank you in advance for your time and cooperation.

Yours Faithfully

HERMELA TESSEMA

Hermushet@gmail.com

Mobile: +251 911906783

Direction:

- ❖ No need of writing your name
- ❖ Put “√” mark in the appropriate space

SECTION I: Background Information of Respondents

		Option	Put “√”
1	Gender	Male	
		Female	
2	Age	20-30 years	
		31-40 years	
		41-50 years	
		Above 50 years	
3	Educational qualification	PhD	
		Masters	
		Degree	
		Diploma	
		Below diploma	
4	Work experience	0-5 years	
		6-10 years	
		11-15 years	
		Above 15 years	
5	Current position	Managerial	
		Non-managerial	

SECTION II: Basic Research Questions for Project participants

Direction: please write your rating on the space before each option which corresponds to your best choice in terms of level of motivation. Kindly use the scoring system below.

Score	Response mode	Description	Interpretation
5	Strongly agree	you agree with no doubt at all	Very satisfactory
4	Agree	you agree with some doubt	Satisfactory
3	Neutral	you are not sure about any	None
2	Disagree	you disagree with some doubt	Fair
1	Strongly disagree	you disagree with no doubt at all	Poor

PART I: Relationship between project sustainability with project stakeholder involvement

	Stakeholder involvement	1	2	3	4	5
1	Stakeholders were actively involved in project planning and decision-making of women empowering process					
2	The project has high impact on women's economic empowerment in the community					
3	The collaboration between the organization and stakeholders is effective					
4	The community contributed support to women empowerment project.					
5	The local government is highly engaged in the women's economic empowerment project					

PART II: Relationship between project sustainability with project monitoring and evaluation

	Monitoring and Evaluation	1	2	3	4	5
1	The project had clearly defined monitoring and evaluation mechanisms.					
2	Regular monitoring activities were conducted to track progress and identify challenges of women empowering project					
3	The project Monitoring and Evaluation system Assesses the					

	sustainability of project outcomes beyond the project's lifespan.					
4	The project has a well-defined monitoring plan to track progress towards sustainability					
5	Evaluation findings were used to make informed decisions and improve project sustainability.					

PART III: Relationship between project sustainability with project communication management.

	Communication	1	2	3	4	5
1	The project managers communicate project goals, progress, and					

	challenges to stakeholders					
2	Communication strategies are adaptable to changing project needs and circumstances					
3	There were communication challenges or barriers encountered that affect sustainability of women economic empowerment project					
4	Project communication activities are aligned with project goals and objectives					
5	Communication plan reviewed and updated frequently					

PART IV: project sustainability

		1	2	3	4	5
1	There are adequate support systems and resources available to address the specific needs and challenges faced by women in the workplace					
2	The women Have been provided with opportunities for training and skill development to enhance their professional growth and capabilities					
3	The project contributed to increasing					

	income-generating opportunities for women in the community					
4	The project's impact on women's economic empowerment will be sustained in the long term					
5	The project has been successful in establishing partnerships with diverse stakeholders, including government agencies, private sector actors, and other NGOs					
6	Mentorship programs or support					

	networks are available to help women navigate career challenges and opportunities					
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APPENDIX B

ADDIS ABEBA UNIVERSITY

SCHOOL OF COMMERCE

QUESTIONNAIRE ON ‘ASSESSING THE RELATIONSHIP BETWEEN PROJECT MANAGEMENT PRACTICES WITH SUSTAINABILITY OF WOMEN ECONOMIC EMPOWERMENT PROJECTS AT YENOH MERKEB BEGO ADRAGOT ORGANIZATIO.’

Dear respondents,

I am a postgraduate student pursuing my Master’s Degree in project management at Addis Ababa University. I am carrying out research on **‘Assessing the Relationship Between Project Management Practices with Sustainability of Women Economic Empowerment Projects At Yenoh Merkeb Bego Adragot Organization.**

In this regard you have been selected to take part in this study as a respondent; your response will contribute a lot on the achievement of the objective of this research. Kindly cooperate in filling the questionnaire, as your genuine, complete, and timely responses are crucial for the success of my study. The data collected will be used for this academic research only. I thank you in advance for your time and cooperation.

Yours Faithfully

HERMELA TESSEMA

Email: Hermushet@gmail.com

Mobile: +251 911906783

Direction:

- ❖ No need of writing your name
- ❖ Put “√” mark in the appropriate space

SECTION I: Background Information of Respondents

		Option	Put “√”
1	Age	Under 18	
		18-25	
		26-35	
		36-45	
		46-55	
		56 and above	
2	Education level	No formal education	
		Primary school	
		Secondary school	
		Vocational training	
		University degree	
3	Number of children	None	
		1-2	
		3-5	
		5 or more	

SECTION II: Basic Interview Questions for Project participants

1. What type of work are you doing currently?
2. How long has it been since you met with the organization?
3. How is it that you entered the project as a beneficiary?
4. Do you say you have benefited from the organization? If so, how?
5. Have you utilized any support services provided by the project, such as mentorship, counselling, or networking opportunities?
6. Do you feel that the support received has helped improve your overall well-being? If so, in what ways can you give us example?
7. How do you foresee the project continuing to benefit you in the long term?
8. What specific support did you receive from the government for this project?
9. Did the government provide any capacity-building initiatives or training related to project sustainability? If so, what are those?
10. Were community members involved in the project to support you? If so, who are those members, what was their support like?
11. Were there any specific areas where you felt the NGO could have provided additional support to enhance project sustainability?

APPENDIX C

አዲስ አበባ ዩኒቨርሲቲ

ንግድ ስራ ትምህርት ቤት

በየኖህ መርከብ በጎ አድራጎች ድርጅት የሴቶችን ኢኮኖሚያዊ ማህልበት ፕሮጀክቶች ዘላቂነት እና የፕሮጀክት አስተዳደር ልምዶች መካከል ያለውን ግንኙነት መገምገም።

ውድ ምላሽ ሰጪዎች፤

በአዲስ አበባ ዩኒቨርሲቲ የማስተርስ ዲግሪዬን በፕሮጀክት ማኔጅመንት እየተከታተልኩ ያለኝ የድህረ ምረቃ ተማሪ ነኝ። በየኖህ መርከብ በጎ አድራጎች ድርጅት የሴቶችን ኢኮኖሚያዊ ማህልበት ፕሮጀክቶች ዘላቂነት እና የፕሮጀክት አስተዳደር ልምዶች መካከል ያለውን ግንኙነት መገምገም ላይ ጥናት እያደረግኩ ነው።

በዚህ ረገድ እርስዎ ምላሽ ሰጪ ሆነው በዚህ ጥናት ላይ እንዲሳተፉ ተመርጠዋል፤ የእርስዎ ምላሽ ለዚህ የምርምር ዓላማ ስኬት ትልቅ አስተዋፅኦ ይኖረዋል። የእርስዎ እውነተኛ፣ የተሟላ እና ወቅታዊ ምላሾች ለጥናቴ ስኬት ወሳኝ ስለሆኑ መጠይቁን በመሙላት እንዲተባበሩ በትህትና እጠይቃለሁ። የተሰበሰበው መረጃ ለዚህ አካዳሚክ ጥናት ብቻ ጥቅም ላይ ይውላል። ስለ ጊዜዎ እና ለትብብርዎ አስቀድሜ አመሰግናለሁ.

ሔርሜላ ተሰማ

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አቅጣጫ፤

ስምዎን መጻፍ አያስፈልግም

በተገቢው ቦታ ላይ የ "✓" ምልክት ያድርጉ

ክፍል I፡ የመላሾች ዳራ መረጃ

		Option	Put “✓”
1	ዕድሜ	ከ18 ዓመት በታች	
		18-25	
		26-35	
		36-45	
		46-55	
		56 እና ከዚያ በላይ	
		2	የትምህርት ደረጃ
የመጀመሪያ ደረጃ ትምህርት			
ሁለተኛ ደረጃ ትምህርት			
የሙያ ስልጠና			
የዩኒቨርሲቲ ዲግሪ			

3	ልጆች ብዛት	ምንም	
		1-2	
		3-5	
		5 ወይም ከዚያ በላይ	

ክፍል II: ለፕሮጀክት ተሳታፊዎች መሰረታዊ የቃለ መጠይቅ ጥያቄዎች

1. በአሁኑ ሰዓት ምን አይነት ስራ እየሰሩ ነው?
2. ከድርጅቱ ጋር ከተገናኙ ምን ያህል ጊዜ አልፏል?
3. እርስዎ ተጠቃሚ ሆነው ወደ ፕሮጀክቱ የገቡት እንዴት ነው?
4. ከድርጅቱ ተጠቃሚ ነኝ ይላሉ? ከሆነ እንዴት?
5. በፕሮጀክቱ የተሰጡ የድጋፍ አገልግሎቶችን እንደ የምክር ወይም የኔትወርክ እድሎችን ተጠቅመዋል?
6. የተደረገው ድጋፍ አጠቃላይ ደህንነትዎን ለማሻሻል እንደረዳዎት ይሰማዎታል? ከሆነ በየትኞቹ መንገዶች ምሳሌ ሊሰጡን ይችላሉ?
7. ፕሮጀክቱ እርስዎን በረጅም ጊዜ የሚጠቅም መሆኑን እንዴት ያዩታል?
8. ለዚህ ፕሮጀክት ከመንግስት ምን የተለየ ድጋፍ አግኝተዋል?
9. መንግስት ከፕሮጀክት ዘላቂነት ጋር የተያያዘ የአቅም ግንባታ ጅምር ወይም ስልጠና ሰጥቷል? ከሆነ እነዚያ ምንድን ናቸው?
10. እርስዎን ለመደገፍ በፕሮጀክቱ ውስጥ የተሳተፉ የማህበረሰብ አባላት ነበሩ? ከሆነ እነዚህ አባላት እነማን ናቸው? ድጋፋቸው ምን ይመስል ነበር?
11. ድርጅቱ የፕሮጀክትን ዘላቂነት ለማሳደግ ተጨማሪ ድጋፍ ሊሰጥ ይችላል ብለው ያሰቡባቸው ቦታዎች ነበሩ?

