



**ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF PROJECT MANAGEMENT**

Project Execution Challenges and Means of Resolution

(The case of MSF Holland Project in Gambella– Kule Refugee Camp)

By

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Advisor: Worku Mekonen (PhD)

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Addis Ababa, Ethiopia

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DECLARATION

I, the undersigned, declare that the study entitled “*Project Execution Challenges and Means of Resolution (The case of MSF Holland Project in Gambella– Kule Refugee Camp)*” is the result of my own effort and study that all sources of materials used for the study have been acknowledged. I have conducted the study independently with the guidance and comments of the research advisor.

This study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Arts Degree in Project Management.

Wubeshet Tadesse

Date

LETTER OF CERTIFICATION

This is to certify that Wubeshet Tadesse has conducted this project work entitled “Project Execution Challenges and Means of Resolution (The case of MSF Holland Project in Gambella– Kule Refugee Camp)” is under my supervision.

This project work is suitable for the submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Worku Mekonen (PhD)

Date and Signature

Acknowledgment

First and for most, I would like to express my appreciation to my advisor Worku Mekonen (PhD) for his suggestion and comment throughout the process. I would also like to thank participants of the study from MSF Holland colleagues and project coordinators. Finally, I would like to thank my friends and all who helped me to finalize this research.

Abstract

The topic of the study is 'Project Execution Challenges and Means of Resolution- The case of MSF Holland Project in Gambella-Kule project. The main objective of the study is to describe the practice of project execution in MSF Holland project in Gambella-Kule project and pin point challenges during the process and finally provide recommendation to address the gap. The study has met its objectives through providing answers for the basic questions of identifying the challenges of the project and recommending possible means of resolution for successful execution of the project. The scope of the study is delimited in the area of project execution opportunities, challenges, means of resolution in the project. The research is bounded by time, the design used is exploratory and descriptive type (mixed), with both qualitative and quantitative methods employed. The sampling technique is purposive, both primary and secondary data were collected for the accomplishment of the study through semi-structured interview; open ended questionnaire and document analysis. The informants are project medical staff, project coordinators and project support staff. The analysis is done qualitatively by relating the results with literatures. The main findings are the identification of major challenges during project execution of the MSF H Gambella-Kule project with people readiness, process readiness, system readiness, communication challenges, budgetary challenges and planning challenges. From the finding one can see the major challenges of project execution in terms of severity of the challenges. Consequently, the study recommends MSF H Gambella-Kule project should work on these challenges to lessen the impact of the project execution thereby scaling up the level of effectiveness and efficiency of the project to the satisfaction of its beneficiaries and other stakeholders in general.

Key words: *project execution challenges, resolution, people readiness, process readiness, system readiness, communication, budget, planning.*

List of Acronyms

ARRA	Authority for Refugee and Returnees Associate
CHSA	Charities and Societies Association
HR	Human Resources
ICT	Information Communication Technology
INGO	International Non-Governmental Organization
MSF	Medecins Sans Frontiers
MSF-H	Medecins Sans Frontiers - Holland
PMBOK	Project Management Book of Knowledge
PMI	Project Management Institute
UNDP	United Nations Developmental Programme
UNHCR	United Nations High Commission for Refugees
WHO	World Health Organization

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Chapter One

Introduction

1.1. Background of the Study

The World Health Organization and the United Nations plays an important role in upholding basic human rights whenever disaster strikes. Article 25 of the Universal Declaration to Human Rights states that “everyone has the right to a standard of living adequate for the health and wellbeing of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control” (Forsythe, 2000) and hence to satisfy the needs of beneficiaries, it will require running effective and efficient project execution in health care projects.

Since mid-December 2016, large parts of South Sudan has been affected by armed violence and fighting between government forces and armed opposition groups. In January and February 2016, the level of violence targeting civilians reached extreme levels with large-scale killings and complete destruction of entire towns. Thousands have been injured, and almost a million people have been forced to flee their homes. The great majority of people were sheltering within South Sudan while hundreds of thousands fled to neighboring countries. In January 2016, according to government data, there were 20,624 South Sudanese refugees in Ethiopia. In May 2016 the number has crossed the margin of 100,000. Today, the number of asylum seekers and hosted in Ethiopia is 326,240 (UNHCR, 2018). The vast majority is sheltered in Gambella region. Refugees in Gambella region are settled in formal camps supported by ARRA, UNHCR and their implementing partners. The general situation in these camps is dire, with fragile health, nutrition affecting mortality, water supply, sanitation and shelter are below minimum standards. Since 2016, MSF Holland has been operating in Gambella - Kule project to curb the above mentioned and other health related gaps.

As it's known, almost no healthcare system in any country are prepared for huge influx of refugees since it will have serious economic and social consequences and Ethiopia is no exception. And so, one of the big questions here is what makes up an effective and efficient

project execution for MSF-H project in Gambella – Kule, to take the most out of resources employed and satisfy beneficiaries including other stakeholders so the organization can live up to its mission and to the satisfaction of its stakeholders in general and its beneficiaries in particular?

In MSF-Holland, Kule refugee project, it is noted that the project has lots of challenges in the day to day implementation of its objectives. The aim of this research is to pin point the challenges and provide workable solutions to curb the major challenges so MSF-H project will be able to execute its project in a much more effectiveness and efficiency to maximize the outcome of the project.

Project execution is the third phase of the project life cycle after initiation and planning. It's one of the most vital of the project phases as it's the phase where one will develop deliverables and present them to clients and key stakeholders. Project execution is usually the longest phase of the project life cycle and the most demanding one and so requires careful and efficient undertaking to avoid project failure.

According to Chitram Lutchman (2011), the execution stage of a project sees the transfer of a concept, idea, or process into physical structures and tangible entities. For instance, land is cleared, buildings are constructed, equipment and machinery are installed, and a production process of some sort begins and make undertake tasks defined at the execution stage in the most effective and efficient manner within project constraints.

Among the major ones, project execution requires people readiness to operate the constructed facilities and machineries at the same time to properly recruit, train and staff just in time for start-up of the facilities and machineries installed, ensuring competency of adequate numbers of trained and qualified personnel to operate them.

Project execution also requires process readiness to sustain production and output from the facility. For the project leader, this means that supporting operating tools or business processes must also be developed such that they are available for use at the same time the construction of the facility has been completed.

In addition, project execution requires system readiness to ensure mechanical completeness of all operating systems of the facility. This refers to standard quality design, operating standards, adherence to a management of change (MOC) process, adequate test done, regulatory compliance, safety system installed and functional, live systems communication notices, deficiency resolution method, system documentation, backups etc are ready.

In essence, while the three activities systems, people, and process may begin at different times during the execution stage, they must all be completed at the same time on-schedule and deliver the project on budget and maximize stakeholder value from the project execution process.

On the flip side of the three process, there is budget and so managing the budget has two fold processes at the project execution stage. First, cost management is an absolute necessity. Hence, procurement practices, contractor and service provider management, management of human performance, and the second is possession of the right tools to support the cost.

The research will focus on project execution challenges and identification of variables to address the gaps that will be identified. This will in turn help the organization, beneficiaries and other stakeholders optimize the outcome of the project thereby raising the efficiency and effectiveness bar of the project.

As PMBOK Guide, (6th Edition, 2017, Page 10) states, project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Consequently, by applying these qualities during MSF-H Gambella–Kule project appropriately and integrating the relevant project management processes to identified gaps and challenges the study will be able to improve the usual trend of project execution to the next higher level. As a result, the organization will be able to execute projects effectively and efficiently with its subsequent endeavors.

Projects management at the time of execution includes identifying requirements, addressing various needs, concerns, and expectations of stakeholders in planning and executing projects, scheduling, maintaining, and carrying out efficient and effective communications among stakeholders, managing stakeholders towards meeting project requirements and creating project

deliverables, balancing the competing project constraints including scope, quality, schedule, budget, resources, and risks.

The purpose of the study is highlighting the MSF-H, Gambella-Kule project execution opportunities, identifying major challenges during execution, and pointing out alternative means of resolution for the identified problems in relation to the exiting project execution of the MSF – H project in Gambella – Kule vis-à-vis the modern ways of project execution methods based on system, people and process readiness criteria and other enumerated project management qualities.

As expressed in the coming sections, the research to be conducted is exploratory and descriptive (mixed) type of research. The methodology of the research will be clearly discussed in chapter three. The research design will be based on the conceptual framework as it will follow the qualitative data procedure. Finally, the data will be analyzed using the qualitative data approach.

1.2. Statement of the Problem

As part of its mission statement MSF – Holland provides lifesaving medical care to those most in need. MSF provides medical assistance to refugees, populations in distress, to victims of natural or man-made disasters, and to victims of armed conflict.

Given MSF-H project execution in Gambella-Kule, there is enormous need for coordinated, effective and efficient project execution.

As the main objective of MSF-H in the region is to provide refugee patients the best health care, it requires key project management and execution skills that is not directly associated with healthcare but very essential to get the most out of the project.

Currently, the organization is faced with many challenges upon implement the project in the area, this in turn is impeding the objective of offering high quality health care to South Sudanese refugees (MSF Report, 2018). These project execution challenges have also resulted in much more scrutiny and many questions from various stakeholders, government and beneficiaries about the functioning and implementation of the organization project in the area. Hence, MSF – H needs to make an effort to run its projects with efficient processes and effective project

execution to manage better the worsening health situation of South Sudanese refugee population in Ethiopia.

Current project execution trend in MSF-H, Gambella-Kule project is noted to see many bottle necks. To name a few, misalignment of project objectives, project delivery delay, unexpected safety and security concern, tribal conflicts, lack of qualified staff, lack of adequate systems to monitor and control project execution etc.

Unlike other projects, health projects are unique as such the success or failure of healthcare projects execution can mean the difference between life and death. Which is why applying modern project management methodologies to healthcare project execution processes and structures is very important as it enable health facilities to run more efficiently and offer higher quality care to patients apart from ensuring safety within the health facilities.

Modernized project execution methods in MSF-H health facilities can be used to automate systems, identify and eliminate wasteful processes, making all related resources ready and save valuable time and resources. Emergencies need acute medical care and timely treatment, in many of such cases delays can be fatal. Hence, MSF-H needs to make sure that its process is as quick as possible. These types of processes can be standardized and optimized, and enable the organization health facilities offer better care for its refugee patients.

Yet additional project management and execution aspect that MSF Holland in Gambella – Kule, region need to look into the utilization of its funds. Given the organization is medical organization and most of its funds need to go directly to the medical activities that are much more impactful, it's often seen in MSF-H-Gambella-Kule project quite big amount of its funding go to support activities. MSF-H needs to check its programming so as to ensure most of its funds is directed to meaningful and impactful medical operation that benefits the refugee population in light of the health situation of the refugees in Gambella-Kule camp.

To this end, other non-medical activities like logistics, HR, Finance activities which makes the organization operation very expensive need to be checked. In order to keep costs low, MSF-H needs to control its costs by choosing the right type of health projects to implement for the South Sudanese refugee major health hazards, i.e. those that create the most value to the organization, and by planning these projects carefully and avoiding costly scope creeps and project failures.

MSF H also need to reduce its non-medical activities to the most essential ones to run the project and re-align its funds directly to the medical care of the refugee population.

MSF-H medical teams need to work very closely together and have efficient communication, not just within a department, but also across departments, other similar actors, governmental and private health facilities. Depending on patient's medical condition, it may require to see many different specialists at the same time for treatment. For instance, requires coordinating efforts by effective communication to ensure they prescribe the right drugs to the refugee patients, and that these drugs are compatible with each other. So effective communication is essential for MSF - H as well as the refugee patients during the project execution. Defining clear communication processes and channels will help ensure that everyone has immediate access to important information.

Beneficiary and stakeholders satisfaction is one of the basic elements of project success upon successful project execution. "The client, or the recipient of the project deliverables, expects a certain level of functionality and quality from the project" (Robert K. Wysocki, 2003).

An important principle of quality is that benefits derived from quality project must outweigh the cost of establishing and running the project.

Since achieving beneficiary and stakeholders satisfaction upon execution of project is one of the important elements, which leads to project success. Improving the existing project management and execution aspects of MSF H projects in Gambella-Kule project ultimately lead to much better beneficiaries and stakeholder relations.

As it's known in Ethiopia INGOs have many different stakeholders like the Charities and Societies Association (ChSA), ARRA (Authority for refugees and Returnees Affair), UNHCR (United Nations High Commission for Refugees) etc... have various expectations and requirements from INGOs like MSF-H: e.g. the government authorities wants to ensure that laws and procedures are being followed, refugee patients look for good and reliable healthcare services with adequate health care items and professionals. Implementing project management tools and methodologies during execution enables healthcare providers to meet the requirements

of the various stakeholders by improving processes, budgeting and communication and overall project planning.

In a nut shell, the statement of the problem revolves around project execution challenges and opportunities in MSF H, Gambella project and so focuses on the various ways to tackle the multi-faceted issues associated with poor project execution in the project. The research is hoped to resolve the major bottlenecks of project execution that will cause adverse effect in the management and well-being of the South Sudanese refugee population in and around Gambella regional state.

1.3. Research Questions

Basic Research Questions

1.3.1 Main Research Question

✎ What are the major project execution challenges and their viable means of resolution in the MSF Holland Gambella - Kule project?

1.3.2 Sub Questions

1. What are the challenges in terms of people readiness like hiring, developing, acquainting with SoPs, policies etc... and retaining qualified staff?
2. What are the challenges in terms of process readiness to handle construction, fleet, ICT and procurement support functions?
3. What are the challenges with system readiness like design quality of constructions, mechanical completeness of fleet, ICT and electrical installations, safety systems, contingency plan for security concerns?
4. What are the challenges with stakeholder's management? E.g. the consent of the indigenous people should be respected while planning projects.
5. What are the communication challenges with stakeholders?
6. What is the effect of the current political change and dynamics in the country vis-à-vis the regional politics to the project implementation?
7. What are the challenges associated with budget and funding utilization?
8. What are the challenges with MSF-H leadership for the successful execution of the project?

1.4. Objective of the Study

Based on the above research questions, the following general and specific objectives are set.

1.4.1 General Objective

The general objective of the study is to show the practice of normal project execution of MSF-H in Gambella-Kule project as typical example of the organization traditional project execution style, identify challenges on the existing project execution and point out mitigation strategies.

1.4.2. Specific Objectives

The following are list of specific objectives:

1. To identify major perceived challenges with regards to people readiness in the provision of the existing traditional project execution of MSF-H in Gambella – Kule project
2. Provide recommendation to mitigate the challenges identified with people readiness to tackle the issues faced.
3. To identify major perceived challenges with regards to process readiness in the provision of the existing traditional project execution of MSF-H in Gambella – Kule project and work out mitigation strategies to tackle the issues.
4. To identify major perceived challenges with regards to system readiness in the provision of the existing traditional project execution of MSF-H in Gambella – Kule project and work out mitigation strategies to tackle the issues.
5. Identify the major challenges with stakeholders needs and provide mitigation strategies to avert the situation.
6. To identify the major communication bottlenecks during execution and provide mitigation strategies to tackle the problem.
7. To describe how modern project management and execution knowledge and experience can be considered and applied to transform the way MSF-H works and maximize the outcome of the project endeavor.

1.5. Significance of the Study

The study will definitely benefit MSF-H to revisit its project implementation challenges in Gambella-Kule project and help find a way out to improve its project delivery by introducing and applying modern project execution methodology in the project. In addition, the study tries to put clearly the challenges in such a way that it would be possible to tackle the issues appropriately. Also, the study will fill the gap identified with the challenges and will be taken as lesson learnt for the organization other similar projects elsewhere in the country as well other outside the country by providing expected challenges and recommendations for resolution. The study can also be taken as input for the organization related studies, future health policy and strategic development in refugee settings etc. All in all, the study will significantly contribute for the proper utilization of the humanitarian funds to the satisfaction of beneficiaries and other stakeholders.

1.6. Scope of the study

The scope of the study is limited to the extent of identifying the major challenges of project implementation in MSF Gambella-Kule project by assessing the traditional practice of project management of the organization vis-à-vis the modern project management style referring adequate literatures on the topic. Following on the outcome of challenges identification, to provide workable recommendations to close the gaps identified.

1.7. Limitation of the study

This study is limited by its sample size and restriction to a single regional city. To create a more comprehensive understanding of the challenges in MSF H health care provision, assessing project management of the organization other projects and programming in the country would be beneficial. On top of this, there has been time constraint to collect data and the lack of respondents reluctance to cooperate mainly with workload is worth mentioning. Quality improvement studies assessing the effects of suggested interventions (i.e, increased care coordination outside the visits, prolonged visit time to allow for greater education, additional education are essential as the next steps in the efforts to improve outcomes for this vulnerable population. Furthermore, studies investigating assets and strengths within existing communities

and programs in regard to refugee health would be beneficial for overall goals of optimizing refugee care and support.

The findings, conclusions and recommendations are only limited to MSF H projects in Gambella region. In order to make generalization to other projects further research is highly recommended on additional projects elsewhere in the country.

1.8. Organization of the study

The research paper contains five chapters.

☞ The first chapter contains the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study and scope of the study.

☞ The second chapter is dedicated to review related theoretical and empirical literatures on the topic.

☞ The third chapter is about the research methodology. It includes type and design, participants of the study, sources of data, tools and instruments and procedures of data collection. In addition, methods of data analysis and interpretation are discussed.

☞ The fourth chapter is dedicated for results and discussion of results.

☞ The fifth chapter includes summary and findings, conclusion and possible recommendations based on the findings.

Chapter Two

Literature Review

Introduction

In order to formulate an answer to the research questions a literature review is of significant importance to gather in-depth information on the topic so that a better understanding of the problem will be achieved. The literature review is the basis for a study and will contribute to the formulation of answer to the proposed research question (Cooper and Schindler, 2008). Furthermore, the main concepts of the research question with its sub-questions will be investigated. Hence, this chapter reviews literature related to the study. It reviews literatures related to challenges of project execution (implementation) and the concept of effective and successful project implementation.

Project execution (implementation) is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project, [SSWM \(2008\)](#).

2.1 The Concept of Project Execution

Project execution has been defined in many ways to include a large variety of criteria. However, in its simplest terms, project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it is completed on schedule (time criterion), completed on pre-planned budget (cost criterion), achieves the objectives originally set (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (customer satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable that any assessment of project implementation should at least include these four measures among others.

During project implementation phase the project manager should apply resources to address and resolve issues. The importance of strong people management cannot be overstated. Project managers work in teams and often are only able to achieve their goals as a result of the commitment, cooperation and contributions of the people on the project team. As a result, managing people can become the project manager's most important and most difficult job. Most often, when we think of project managers who are especially talented at managing people, we tend to focus on their mastery of “soft skills” of people management (Chikane, 2004). These are the project managers who are especially effective at motivating team members, communicating vision, empowering staff, recognizing achievements, listening, leading by example, resolving conflicts and building trust. All of these “soft skills” are related to the inter-personal competency of the project manager and are extremely important to project success. Therefore, project managers should strive to enhance their capacity to lead, motivate, inspire, mediate, communicate and encourage.

In people management, ‘hard skills’ are also critically necessary. A comprehensive project plan will not rely solely on the inter-personal skills of the project manager to ensure success in managing people. Instead, a comprehensive project plan will identify the concrete activities required to proactively manage all elements of the project team (Al-Kharashi, 2009). These concrete activities will be implemented during the Project Implementation Phase and will include: Acquiring Project Staff – As part of the function of managing the team, the project team leader must be clear on the systems for identifying staff candidates, interviewing candidates, identifying selection criteria and making final selections of project staff. Creating Staff Job Descriptions – Staff job descriptions include the list of project duties, roles and responsibilities for team members. Job Descriptions are not only used to recruit, orient and manage staff, but are also used to evaluate individual team member performance (Ginzberg, 2008). Documenting Project Organization Charts – Project charts represent the reporting relationships among the project team. Developing Project Staff – What skills are needed? What are the training needs? Are there certification requirements? Conducting Performance Assessments – Performance assessments are the documented formal or informal assessment of the project team members’ performance. After analyzing the information, project managers

can identify and resolve problems, reduce conflicts, and improve overall teamwork (Al-Kharashi, 2009). Establishing Team Communication Norms – As the leader of the project team, the project manager must concretely plan the communications (via meetings, workshops, reports, memos, newsletters, blogs, etc.) that allow the project team to share information, actively work to identify issues and conflicts, and interact creatively to resolve these issues.

2.1.1 People readiness and Project Execution

According to Chitram Project Execution Author, people readiness during project execution is primarily about having qualified and competent workers to support the movement of the project from one milestone to another and for supporting the project during continuous operations.

People readiness during project execution is a critical requirement for projects to be completed within budget and on schedule. This is because people readiness has the potential to derail the project at any milestone based on the state of readiness of the people component.

Incompetent or unqualified personnel due to inadequate training present both legal and moral dilemmas. If people are not trained and qualified adequately at each milestone, the risk exposures of the organization are increased beyond the acceptable tolerance of the organization. Below are some people readiness criteria.

People readiness criteria:

1. All personnel are hired and properly oriented.
2. Standard operating procedures (SOPs) are developed for all operating areas.
3. All personnel are properly trained, assessed, and qualified.

2.1.2 Process readiness and Project Execution

Process readiness is an integral component of the overall project execution stage. Process readiness focuses on ensuring processes are in place to allow the continuous operation of a facility on a sustained basis. Generally, process readiness will be the responsibility of the project leaders within the operations organization. The project leader develops processes to ensure all assets are adequately cared for in a proactive manner and can respond to unplanned outage situations. Below are some process readiness criteria.

Process readiness criteria:

1. The equipment hierarchy has been fully developed for a computerized system.
2. Preventive maintenance schedules have been fully developed for all critical equipment.
3. Accounting systems have been developed, and all methods for procurement of support and services have been organized.

2.1.3 System readiness and Project Execution

As per Chitram's Project execution, system readiness refers to the mechanical completeness of all operating systems of the facility. When constructing large commercial facilities or operating plants, a shrewd project leader will break down the work primarily into areas and into systems associated with that area. For a typical steam-assisted gravity drainage (SAGD) facility, work may be broken into two major areas (production pads and processing facility) with a possible third area defined as the interconnecting pipelines and road infrastructure.

Breaking down the work into such work areas allows construction leaders to define all systems within these operating areas and systematically drive them to completion. Before any system is turned over to the operations organization, the construction and commissioning organizations will typically be responsible for ensuring that the system meets the following criteria:

- i. Mechanical completeness
- ii. Design quality and operating standards and adherence to a management of change
- iii. Controls tested within design limits
- iv. Regulatory compliance
- v. Safety systems installed and functional
- vi. Live systems communication notices
- vii. System walkdown, deficiency identification, and deficiency resolution
- viii. System turnover documentation completed and adequately packaged

Systems readiness criteria:

1. The power distribution system has been completed, tested, and energized.
2. The instrument air system has been tested and punch listed, and deficiencies have been identified and resolved.
3. Turnover documentation has been completed inclusive of all quality assurance/quality control

2.1.4 Communication and Project Implementation

At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within project implementation (Gerry-Johnson, 2005), Communicating with employees concerning issues related to the project implementation is frequently delayed until the changes have already crystallized. Again, the study says that effective communication about a project should take place.

A comparative study about firm communication on issues of project aimed at the effect of communication on project implementation. A target population of 213 employees and a sample size of 65 employees were used (Rapert and Wren, 1998). The study concluded that organizations where employees have easy access to management through open and supportive

communication climates tend to outperform those with more restrictive communication environments when it comes to project implementation.

A study on organizational communication and project implementation aimed at the effectiveness of communication on project implementation. The study used a target population of 150 employees and a sample size of 58 respondents. The study concluded that effective communication is a key requirement for effective project implementation (Peng and John, 2001).

The study of Schaap (2006), about the role played by senior level leaders in project implementation aimed on the role of senior-level leaders in the Nevada Gaming Industry. Using a target population of 160 and a sample size of 30, the study concluded that over 38 percent of the senior-level leaders do not communicate the company's direction and business project to all of their subordinates.

Communication during projects can be of many different types such as oral, written and non verbal (Chikane, 2004). Oral communication is mainly utilized in face-to-face meetings or over the telephone as well as in group meetings and affords a lot more flexibility to the speaker, such as the ability to communicate not only with voice but body language, attitude and nuance. The subtle nuances that can be communicated during verbal communication are not present during written communication. Written communication, on the other hand, is usually more precise.

It can be sent through correspondence such as memos, letters or notices. It can also be sent via Email or the project management information system (Chikane, 2004). The key to making written communication more effective is to first grab people's attention, and then give them a reason to want to read the rest of the communication.

2.1.5 Budget and Project Execution

Project Financing includes the processes required to ensure that the project is completed within the approved budget (PMBOK, 2008). The major processes are: Resource Planning, Cost Estimating, Cost Budgeting and Cost Control. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. The principle objectives of which profit-oriented business organizations tend to pursue are wealth enhancement, maximization of profit, maximization of return on investment of shareholders and satisfying stakeholders. Though wealth enhancement may not be a perfect description of what businesses seek to achieve, it is almost certain that wealth is something which business cannot ignore.

A particular business only has a certain amount of wealth (capital) and it will take only a limited number of “wrong” decisions to see the business collapse. Therefore, business needs decisions such that it would be worth more as a result of the decision. When valuing businesses, managers need to take into account future profitability, both long-term and short-term, and the risk attached with the investment.

The important issue for the success of an organization is not to whom specific responsibilities have been assigned, but rather that these functions are addressed in a timely fashion and are handled effectively. The functions of finance should be handled in accordance with the goal and objectives of the organization. In a profit-oriented enterprise, this goal should be maximization of the wealth of the shareholders. Cost is often measured in monetary terms. The success of projects is judged by the efficiency with which we achieve the project objectives and that efficiency is assessed by measuring against two constraints – Cost & Time (West, 2008). In assessing the project duration, the duration of individual activities and resource usage have been optimized and further reduction of project duration must increase the direct cost of the project due to overtime and uneconomic use of the plants and

machineries. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates. The line supervisors who are responsible for getting the job done and who are experienced and familiar with the work should be asked to develop the estimates at this level (West, 2008). The advantage is that the line supervisors will be responsible to ensure that the work activities as estimated by them would be achievable.

2.1.6 Monitoring and Evaluation and Project Execution

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP,1997). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, 2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation should offer comprehensive and relevant data that will support decision making.

Project evaluation serves various purposes; first, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel (Mulwa, 2008). Secondly, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further, evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result.

Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taken into account (Spaulding, 2014). Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in contemporary world where organizations are leaning towards knowledge management in project management (Calder, 2013). Lastly through evaluations, project managers are able to access how projects fared in terms of meeting the budgetary limits as well as in terms of efficiency.

A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (Cummings and Worley, 2005). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life.

Key aspects of monitoring and evaluation are the setting up of the system, implementing the system, involving all stakeholders and communicating the results of the monitoring and evaluation process. A monitoring and evaluation system should be as relevant as possible to the organization to ensure its reliability and independence (Garg, 2006). An effective monitoring and evaluation system should be able to offer conclusive information that can effectively be utilized towards better project success (Mulwa, 2008). Through the system, any stakeholder should be able to identify the potential benefits of the project, ways of enhancing screening and tracking of the project as well as offer an outline of the successes, challenges and opportunities for future projects undertakings.

2.2. Project Management

2.2.1. The Definition of Project Management

Project management can be defined from management point of view, resource utilization angle and as a system. According to Kerzner (2009), project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy) (Kerzner, 2009).

Robert K. Wysocki explained project management from the point of client involvement, sponsors and delivering business value. Project management is an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value (Wysocki, 2014).

According to Ibbs and Reginato (2002), project management is about people and the systems, processes, tools, and methodologies they use. In order to manage any kind of project there should be some kind of system with group of people who can run the established system. There are also different tools and methodologies that help to manage a project.

Project management is concerned with several objectives at once. The objectives typically fall under the headings of time, cost and quality (Roberts and Wallace, 2004). When managing projects there are three project constraints namely time, cost and quality.

The benefits and advantages of project management are identification of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover, minimizing the need for continuous reporting, identification of time limits for scheduling, identification of a methodology for trade-off analysis, measurement of accomplishment against plans, early identification of problems so that corrective action may follow, improved estimating capability for future planning, knowing when objectives cannot be met or will be exceeded (Kerzner, 2009).

2.2.2. Project Management Process Groups

According to PMI (2013), these processes ensure the effective flow of the project throughout its life cycle. These processes encompass the tools and techniques involved in applying the skills and capabilities described in the project knowledge areas. There are five process groups in the life cycle of any project. These are:

1. **The initiating process group:** consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. Within the Initiating processes, the initial scope is defined and initial financial resources are committed (PMI, 2013). In addition, Kerzner states selection of the best project given resource limits, recognizing the benefits of the project, preparation of the documents to sanction the project, assigning of the project manager as the main activities in this process group (2009).
2. **The planning process group:** according to PMI (2013), this process group consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives. The planning processes develop the project management plan and the project documents that will be used to carry out the project. Similarly Kerzner states definition of the work requirements, definition of the quality and quantity of work, definition of the resources needed, scheduling the activities, evaluation of the various risks are listed as activities in this group (2009).
3. **The executing process group:** according to PMI (2013), this consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This Process Group involves coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project in accordance with the project management plan. Negotiating for the project team members, directing and managing the work, working with the team members to help them improve are some of the activities in this process group (Kerzner, 2009).
4. **The monitoring and controlling process group:** consists of those processes required track, review, and orchestrate the progress and performance of the project; identify any

areas in which changes to the plan are required; and initiate the corresponding changes (PMI, 2013). In similar way Kerzner (2009) states the following activities; tracking progress, comparing actual outcome to predicted outcome, analyzing variances and impacts, and making adjustments.

5. **The closing process group:** consists of those processes performed to conclude all activities across all project management process groups to formally complete the project, phase, or contractual obligations. This process group, when completed, verifies that the defined processes are completed within all of the process groups to close the project or a project phase, as appropriate, and formally establishes that the project or project phase is complete (PMI, 2013). Specifically, verifying that all of the work has been accomplished, contractual closure of the contract, financial closure of the charge numbers, administrative closure of the paperwork are the activities expected in this group (Kerzner, 2009).

2.2.3. Project Management Knowledge Areas

According to the PMI (2013), there are ten project management knowledge areas that every project addresses and these Knowledge areas represent a set of competency skills and processes that must be properly utilized by the PM throughout the life cycle (Richardson, 2015). These are:

1. **Project scope management:** it includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully (PMI, 2013). Similarly, Richardson (2015) states that, scope management involves the work efforts required to ensure that all defined requirements are properly produced based on the developed requirements statement. Generally, managing the project scope is primarily concerned with defining and controlling what is and is not included in the project (PMI, 2013). Given MSF H poor project implementation one of the major challenge is project scope management, lack of clearly defining goals at the outset of the project. Bamberger (2009) classified the initial stage of project management as consisting of a feasibility decision. Are the goals clear and can they succeed? Askari's (2009) six-step implementation process begins with instructions to state the plan and its objectives. Objectives of the project

should be clear and understood; not only by the project team involved, but also by other departments in the organization this will increase the likelihood of the project success.

- 2. Project time management:** it includes the processes required to manage the timely completion of the project (PMI, 2013). This process deals with the mechanics and management requirements for translating the defined scope into work unit activities and then monitoring those activities to ensure “on-time” completion (Richardson, 2015).
- 3. Project cost management:** includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget. According to Richardson (2015), this knowledge area includes various activities and processes that guide the budget creation process, then establish a control function to guide the project through the execution process.
- 4. Project quality management:** Richardson (2015) states that, it focuses on all aspects of both the product and project quality processes and therefore project quality management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken (PMI, 2013).
- 5. Project human resource management:** focuses on actions related to the human element of the project (Richardson, 2015) and therefore project human resource management includes the processes that organize, manage, and lead the project team (PMI, 2013).
- 6. Project communication management:** these activities are designed to support the information needs of the various project stakeholders (Richardson, 2015). Thus, 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 (PMI, 2013).
- 7. Project risk management:** According to PMI (2013), project risk management includes the processes of conducting risk management planning, identification, analysis, response

planning, and controlling risk on a project and the primary focus is to minimize the probability of negative events hurting the outcome and maximizing any opportunities that exist for positive events (Richardson, 2015).

8. **Project procurement management:** it includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team (PMI, 2013) and therefore the procurement management processes are utilized to manage the acquisition of these items (Richardson, 2015).

9. **Project stakeholder management:** it includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (PMI, 2013). Therefore, the focus of this area is to do a better job of identifying relevant stakeholders and keeping them in the communications channel throughout the life cycle (Richardson, 2015).

10. **Project integration management:** it includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups (PMI, 2013). In general, Richardson (2015) states that, the key idea of process integration is that changes in one knowledge area process often spawn changes in others. From a high-level viewpoint, project management is integration management.

Therefore, one way or another project manager and the project team are involved in performing the above knowledge management areas in the project life cycle.

2.3. Project Execution Success Factors

Different research on project success shows that it is difficult to create a universal checklist of project success criteria, which is suitable for all type of projects. According to **Wateridge (1998)** success criteria in diverse projects differ from project to project depending on a number of issues, for example on size, uniqueness and complexity (**Wateridge, 1998**). **Pinto and Covin (1989)** commented that, to explain the cause of project success, many project

management researchers have generated sets of success factors which are assumed to account for much of the variance in project performance.

suggest that projects are influenced by seven forces which help to construct successful project, such as:

- 1) What the project will accomplish and an approach to design activity and technology implementation to achieve this.
- 2) An attitude that reflect the importance attached to the project and deliver support to all through the management level.
- 3) Employees and their management, project leadership and team work.
- 4) A system related to planning, reporting and control.
- 5) An external context of the project that encompasses project sponsorship.
- 6) External influences such as political, social, technical, legal, environmental and economic.
- 7) Organizational roles, responsibilities and contractual relationship.

They developed a comprehensive framework depicting the elements of project success, such as attitude, project definition, contract strategy schedule, external factors, financing, the organization's communication as well as resource management and human qualities control. In their book it was addressed that the concept of success is both subjective and objective, and that success varies across the project as well as the product life cycle where various stakeholders are involved (Morris and Hough 1987).

2.3.1 Critical Project Success Factors

In between 1987-1990, Pinto published (Pinto and Covin, 1989, p. 52) a number of articles regarding critical success factor in projects. Pinto and Covin (1989) had 408 responses to an extensive questionnaire, which discovered managerial insights about project success features. Two types of projects (construction and R&D) was chosen, where the factors considered crucial to successful project executions varied over the life cycles of projects. According to

their research, they prepared a table about project critical success factor and identified 14 factors.

1) **Mission of the projects:** Initial clarity of goals and general direction. 2) **Support from top management:** Willingness of top management to provide the necessary resources and authority for project success. 3) **Project schedule/plan:** A detailed specification of the individual action process for project implementation. 4) **Client consultation:** Communication, consultation and active listening to all parties of concern. 5) **Personnel/team members:** Selection, recruitment and training of the necessary personnel for the project team. 6) **Technical tasks:** Availability of the required technology, tools and expertise to accomplish the specific technical action steps. 7) **Client acceptance:** The act of selling the final project to its ultimate intended users. 8) **Monitoring & feedback:** Timely provision of comprehensive control information at each stage in the implementation process. 9) **Communication:** The provision of an appropriate network and necessary data to all key actors in the project implementation. 10) **Troubleshooting:** The capability to handle unexpected crises and deviations from plan. 11) **Characteristics of the project leader:** Competence of the project leader such as administratively, interpersonally and technical knowledge, as well as the scale of authority available to perform his/her duties. 12) **Power and policies:** The degree of political activity within the organization and the perception of the project as furthering an organizational member's self-interests. 13) **Environmental effects: The likelihood of external organizational or environmental factors impacting on the operation of the project team either positively or negatively.** 14) **Urgency:** The perception of the project or the need to implement the project as soon as possible.

The first ten of the factors above are within the control of the project team, and the last four factors also have a significant impact on ultimate project success or failure, but might not be within the control of the project team. As an example many external events (environmental effects) have important allegation for the project operation (Pinto and Covin 1989).

According to **Belassi and Tukel (1996)** most of the factors above are related to the Project Manager and to the organization where the projects belongs to, but it seems to ignore project

characteristics and the characteristics of team members. It was also mentioned as an example whether condition can be considered as a critical factor for the construction projects to completion on time. On the other hand, product development projects, the project life span and its costs are critical factor for the immediate release of a product to fill the market demand and gain business profit. These two factors are neither controlled by the Project Manager nor by the business organization. However, both of them are critical for a successful accomplishment of the project (Bellasi and Tukul, 1996).

The Hyväri (2006) research addresses different organizational conditions, and the success of projects includes 1) the organizational context in project management, 2) critical success factors in project management, and 3) dependencies between organizational context and success factors. The purpose of the study of Hyväri was to evaluate the critical success factors in project management and to find out their relationships with organizational background variables, and critical success factors are prioritized with different success factors in different project phases (Hyväri 2006).

Bellasi and Tukul (1996) considered four areas; 1) factors related to the project, 2) factors related to the Project Manager and the team members, 3) factors related to the organization and 4) factors related to the external environment. Their framework, described in figure 2-7, helps the Project Manager to understand the interrelationship between the factors in different groups and also in helping the Project Manager to evaluate and monitor the project's progress more accurately. They mentioned that a combination of several factors from four different factor groups might lead the project to failure or success (Bellasi & Tukul, 1996).

Factors Related to the Project

There are five characteristics related to the project; size and the value of the project, the uniqueness of the project activities, density of the project network, project lifecycle and the urgency of the project outcome. In 1998, Tukul also mentioned in another one of his article that, if the project life span is being used as a measure to evaluate project performance, then the size of a project must be overlooked. When not only the number of activities is considered,

but also the familiarity of the organization with the type of project, it raises an issue (Tukel and Rom 1998). Hyväri (2006) also considered all of those five characteristics, and her findings add more objectives like clear project goals/objectives, end user commitment and the adequate funds/resources that might have a significant impact to the project outcome.

The performance of the Project Manager on his task could be heavily influenced by the project activity uniqueness. If a project has more standard activities, it is easier for the Project Manager to plan, schedule as well as to monitor the projects.

The project density is defined as the ratio of the total numbers of precedence relationship to the total number of activities. Some of the objects are affected by the density which is the allocation of the project resources (man-hours is the most effective project resource). The project performance criteria do not, in many cases, meet the urgency of a project. If it considers the projects which start after a natural disaster, there is not enough time to allocate for planning and scheduling the projects. Most likely will the budget in projects without proper planning exceed and may lead the project outcome to failure (Bellasi and Tukel 1996).

Factors Related to the Project Manager

According to Bellasi and Tukel (1996), were the factors related to the skills and the characteristics of the Project Manager and team members proposed for a successful completion of the project. Pinto and Slevin (1988) mentioned that, although the Project Manager's commitment and competence are the most critical during the planning and termination stages, the team members' competences is also a critical factor during the project implementation phase (Pinto and Slevin 1988). Hyväri (2006) mentioned that, the Project Managers with longer work experience has a stronger commitment with the end-user. The ability of task coordination and effective leadership, effective monitoring and giving feedback to the project team members as well as trusting these members is also potential issues (Hyväri 2006).

Factors Related to Organization

A complete support from the organization to the projects helps to facilitate and implement strategies for the projects to be successful. Bellasi & Tukel (1996) mentioned that the top management support, the project organizational structure, the functional manager support and the project champion factors are mostly related to the organization. Mostly top management controls a Project Manager's access to resources. These are then supervised by the functional managers. Hyvari (2006) also considered top management support, clear organization/job description and project organization structure as important organizational factors. The projects with matrix organization and projects with pure project forms to acquire necessary resources or resource allocation to accomplish the project could be difficult. It might require negotiation skills and positional power to solve problems in matrix or projected organizational projects.

Success factors related to project management and the factors are arranged with a priority list shown below (1-9) according to the research findings of Hyväri (2006).

From the project

- 1) Clear goals /objectives
- 2) End user commitment
- 3) Adequate funds/resources
- 4) Realistic schedule
- 5) Having a clear boundary
- 6) Dependencies between activities of the project network
- 7) Project life cycle
- 8) Urgency

The project team members

- 1) Commitment
- 2) Communication
- 3) Technical background
- 4) Effective monitoring & giving feedback
- 5) Troubleshooting
- 6) Others scope known by members

The Project Manager

- 1) Commitment
- 2) Ability to coordinate
- 3) Effective leadership
- 4) Competence
- 5) Situational management
- 6) Ability to delegate authority
- 7) Management of changes
- 8) Having relevant past experience
- 9) Effective conflict resolution

Objectives of the project execution phase

The objectives of the execution phase can be summarized as follow:

- Putting the action plan into operation (Philip, 2008)
- Achieving tangible change and improvements (Philip, 2008)
- Ensuring that new infrastructure, new institutions and new resources are sustainable in every aspect (Moriarity, 2007)
- Ensuring that any unforeseen conflicts that might arise during this stage are resolved (Moriarity 2007)
- Ensuring transparency with regard to finances (Moriarity. 2007)
- Ensuring that potential benefits are not captured by elites at the expenses of poorer social groups (Moriarity 2007)

2.4. Research Gap

A review of literature reveals that a lot of research on analysis of project implementation challenges has been undertaken in developed countries context and their applicability in the developing countries like Ethiopia is yet to be explored. Ashley et al (2007) did a study on the analysis of project implementation challenge and opportunities and concludes that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. Torp et al (2004) also carried a study on effective implementation factors for project performance on assessment of large public projects in Norway. The objective was to ensure quality of major government funded project before funding is appropriated. The study still did not identify the challenges and opportunities of effective project implementation in the developing country context and within international non-governmental medical organization.

Isensi (2006) analyzed factors that lead to failure of projects and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Gharashe (2009) concluded in his study on analysis of factors influencing projects that the quality of project management,

operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation.

These studies have focused on the reasons for project failure. None has attempted to analyze the project execution challenges and opportunities in non-governmental medical organization organizations projects like MSF-H.

In addition, none of these studies are done in the context of refugee population in highly insecure area where ethnic violence is rampant.

In order to fill this gap, the study investigates MSF-H challenges of project implementation in Gambella region in Ethiopia in the given context of the region. The project management challenges in different parts of the world have been an issue of discussion and argumentative study in various scientific research writings.

Many journals discussed the environmental aspects of project management, human right violations, and economic aspects during the implementation of projects. However, all of the studies – at least according to the literature reviewed – are not done in developing country settings with special setting of non-governmental health organization and very complex political setting and highly insecure area.

Chapter Three

Research Design and Methodology

3.1 Introduction

Research design is a comprehensive plan for data collection in an empirical research project. It is blueprint for empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes: 1. **Data collection process** 2. **Instrument development process** 3. **Sampling process** (Annol Bhattacharje 2012).

The chapter outlines how the research project was conducted and research methodology used in the study. It focuses on the research design, target population, sampling technique and population, data collection, collection tools, methods and data analysis. It concludes with discussion of the proposed data analysis technique.

3.2. Research Design

Given the formulation of the research questions is based on both exploratory and descriptive types, to successfully achieve the objectives of the research and answer the stated research questions upon conducting the research “**Project Execution Challenges and means of resolution MSF-H, Kule Project**”, both exploratory and descriptive type (mixed), with both qualitative and quantitative design is preferred in order to gain more insight regarding the study area. Exploratory type research, as the name implies, intends merely to explore the research questions and does not intend to offer final and conclusive solutions to existing problems. This type of research is usually conducted to study a problem that has not been clearly defined yet. It is conducted in order to determine the nature of the problem, exploratory research is not intended to provide conclusive evidence, but helps to have a better understanding and generates new idea and insight. (Saunders, M., Lewis, P. & Thornhill, A. 2012). Descriptive type allows for an in-depth analysis and understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler, 2008). In descriptive research type, objectives are predetermined allowing data collection relevant and sufficient to the study problem (Kothari, 2004)

3.3. Sample and Sampling Techniques

The population of the study is MSF-Holland employees. Participants of the study are samples from Medecins Sans Frontiers – Holland. MSF-H comprises different departments at the coordination office in Addis Ababa its projects including the Gambella project under this study.

The sample comprises 20 (twenty) respondents representing the medical department team and other support department staff members including the project coordinator in the area concerning the project execution challenges and opportunities from their viewpoint.

The sampling technique is judgmental in sampling method which is categorized under non-probability sampling. Judgmental sampling is a form of convenience sampling in which the population elements are selected based on the judgment of the researcher. The researcher, by exercising judgment of expertise, chooses the elements to be included in the sample because he or she believes that they are representative of the population of interest (Naresh, 2007, p. 390).

The main reason for selecting this method is due to its time and cost advantages. According to Saunders et al (2009), this method is appropriate for small inquiries and researches by individuals. It is appropriate if the research is aimed at explaining a phenomenon rather than making a generalization (Best and Kahn, 2006). Therefore based on the above technique, medical team staff, other department managers and project coordinators are included in the selection.

Ethical considerations were applicable in the process of data collection. Subjects of the study were aware of the whole process and their consent was granted through a formal agreement before the start of data collection. The other issue is anonymity and confidentiality which is about keeping the participants name in order to protect them from undesirable consequences affecting their work. Before the data collection information is given as to whom is conducting the research? What outcomes are expected? Who will benefit from the result of the study etc has been disclosed for the respondents.

3.4. Sources and Tools/Instruments of Data Collection

Both primary and secondary sources are used to collect enough information in the study area and for triangulation purposes. Primary data is collected from the above mentioned samples through questionnaire and interview. The secondary data which is basically literature reviews and online resources, will be used to study general quality standards of project management, specification and guidelines of the organization and related documents. This will serve in addition to the primary data to critically analyze data.

In order to collect the intended amount of data: questionnaire, interviewing and document reviews are conducted. The questionnaire contains open-ended questions in order to give the chance for respondents to explain issues in detail. In addition to the questionnaire, semi-structured interview has been applied. The focus of the tools was to collect information about the Challenges of Project Implementation and Opportunities in MSF-H, Gambella project and answers the research questions.

Questionnaire has also been distributed for selected medical, logistics, HR and finance departments staff members in coordination office in Addis Ababa and the project office in Gambella - Kule project. In addition, interview has also been conducted with human resource coordinator, finance coordinator, logistics coordinator, medical coordinator, deputy head of mission, and the regional project coordinators, medical team leader, the regional resource managers.

3.5. Validity and Reliability

Validity and reliability issues are used for checking quality of instrument. Validity is the strength of our conclusions, inferences or propositions. It involves the degree to which we are measuring what we are supposed. Simply put the accuracy of your measurement (Research Methods for Graduate Business and Social Science Students 2007).

Reliability estimates the consistency of the measurement or more simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects. Reliability is essentially about consistency. That is, if we measure something

many times and the result is always the same, then we can say that our measurement instrument is reliable (Research Methods for Graduate Business and Social Science Students 2007).

These are the criteria for evaluating the research tools. It's done to establish any built-in errors in the measurement of the questionnaire. Pilot test was done to check the tendency of the instrument obtains the same result if the measurement was repeated by using the same subject under the same conditions. The participants used for pretesting were not part of the main study.

3.6. Data Collection Procedure

As per the data collection tools and techniques, questionnaire was prepared having open-ended questions. These enabled respondents to respond without limit. The questions are prepared based on the research questions. Then it is distributed and collected, the same goes for the interview. It is conducted by the researcher face to face and telephone. Related documents were also collected.

The other point in relation to data collection is validity and reliability. Since both qualitative and quantitative approach is employed, the validity is checked in relation to different literatures. The reliability of qualitative data can be checked by using different methods. For this specific case triangulation is employed. According to Creswell (2009), using different data collection tools help to crosscheck information and responses.

3.7. Data Analysis Method

In order to analyze and interpret the collected data, qualitative and quantitative analysis methods is employed. In order to give meaning to the revealed data, the responses are summarized qualitatively. The analysis is primarily based on MSF-Holland standard project management criteria and checklists, policies, guidelines and procedures. In relation to the organization standard criteria the interview and questionnaire are analyzed, compared and contrasted. The results are discussed in relation to the research question and objective by relating to literatures.

First thing to do was to summarize key points from large amount of texts into fewer words. Summarizing involves condensing the meaning of large amounts of text into fewer words (Saunders et al, 2009). It helps to identify relationships between themes so that validity can be checked and to make some comments about the source. The next activity was categorizing or grouping of meanings. This is done by developing categories and attaching these categories into meaningful chunks of data (Saunders et al, 2009). The categories are derived from the theoretical framework and it was guided by the objective of the research. Finally, through structuring relevant chunks of the data attached to the appropriate categories that are derived in the second type which then was easy to put in Microsoft Excel software presenting it in table and charts format. Summarization was also done based on results of the findings.

3.8. Ethical Issues

As researchers anticipate data collection, they need to respect the participants and the sites for research. Many ethical issues arise during this stage of the research. (Creswell, 2009). Do not put participants at risk, and respect vulnerable populations. Researchers need to have their research plans reviewed by the Institutional Review Board (IRB) on their college and university campuses. IRB committees exist on campuses because of federal regulations that provide protection against human rights violations. For a researcher, the IRB process requires assessing the potential for risk, such as physical, psychological, social, economic, or legal harm (Sieber, 1998), to participants in a study.

Ethics are standards of behavior that guide the moral choices about our behavior and our relationship with others. All parties in research should observe ethical behavior. Research ethics put into consideration when developing and administering data collection tools and techniques, to avoid any form of destruction or violation. This was done through obtaining participants consent before the research; ensuring confidentiality of data obtained and learning more about the organization's culture and project before the research and where necessary absolute sensitivity and caution was exercised.

Chapter Four

Results, Analysis and Interpretation

4.1. Introduction

This chapter presents research findings obtained from field responses and data. This section includes the demographic information, presentation of findings and analysis based on the objectives of the study and as explored by the interview and questionnaires, where both qualitative and quantitative methods have been employed.

4.2 Response Rate

Out of the 20 interview and questionnaires administered, 18 were filled and returned, which represents 90% response rate. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, and a response rate greater than 70% is very good. Hence the response rate was satisfactory.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage
Responded	18	90%
Not responded	2	10%
Total	20	100%

4.3 Demographic Information

The demographic information of the respondents included gender, age, level of education, how long they have had worked and their position in the organization.

4.3.1 Gender of the Respondents

The study sought to examine the gender of the respondents. The results are presented in the below table.

Table 4.2. Respondent's Gender

Gender	Frequency	Percentage
Male	11	61%
Female	7	39%
Total	18	100%

The study revealed that majority of respondents were male as shown by 11 (61%) response rate compared to 7(39%) of their female counterparts. Given the work force gender representation in MSF-H, I would say both genders were adequately represented with the study.

4.3.2 Distribution of Respondents by Age

In order to determine the age of the respondents, they were asked to tell their age range. The findings are illustrated in the below table.

Table 4.3: Age Range of the Respondents

Table 4.3.

Age Range	Frequency	Percentage
Below 25 Years	1	6%
25-30	4	22%
31-40	6	33%
41-50	5	28%
Over 50	2	11%
Total	18	100%

From the findings, majority of the respondents 6(33%) indicated that their age ranged between 31-40 years, followed by 5 (28%) who indicated that their age range was between 41-50 years. The findings also revealed that 4 (22%) of the respondents were aged between 25-30 years and 1 respondent (6%) below 25 years of age and the last 2(11%) were over 50 years of age. From the findings, it can be inferred that the respondents were mature enough to provide reliable and sufficient information in relation to project execution with MSF-H project in Gambella-Kule.

4.3.3 Education Level of Respondents

The study requested the respondents to indicate their level of education. The responses are shown with the below table.

Table 4.4. Level of Education

Education Level	Frequency	Percentage
Primary	0	0%
Secondary	2	11%
Undergraduate	12	67%
Postgraduate	4	22%
Total	18	100%

From the study findings the majority of respondents 12 (67%) indicated that they had university first degree (undergraduates) as their level of education, followed by 4 (22%) of the respondents who had post graduate qualification and 2 (11%) who had completed high school. None had indicated primary education. The findings therefore indicate that the respondents are well educated and thus have the knowledge and skills required for project execution in MSF-H projects.

4.3.4 Work Experience of the Respondents

The study further sought to establish how long the respondents had worked for MSF-Holland, Gambella-Kule project or Coordination office in Addis Ababa. The information is presented with the below table.

Table 4.5.

Work Experience	Frequency	Percentage
Less than 1 year	2	12%
1-3 Years	5	26%
4-6 Years	6	30%
7-9 Years	4	24%
9 Years and above	1	8%
Total	18	100%

Based on the findings, the majority of the respondents 6 (30%) had worked in the organization for a period between 4-6 years followed by 5 (26%) who had 1-3 years of experience in the organization. While 4 (24%) of the respondents had worked in the organization for a period between 7 to 9 years and 2 people (12%) had an experience of less than 1 year and one person (8%) had worked for 9 years and above.

The findings therefore suggest that the respondents had worked for MSF-H project and thus were experienced enough to provide valuable responses concerning project execution challenges and opportunities in the organization.

4.3.5 Position in the Organization

The respondents were requested to indicate their position in the organization. The findings are put in the table below.

Table 4.6.

Position	Frequency	Percentage
Project Coordinator (PC)	2	11%
Project Medical Coordinator (PMC)	3	17%
Project Medical Staff (PMS)	4	22%
Project Support Staff – HR, Logistics, Finance(FSS)	6	33%
Resource Coordinator - Operations (RC)	3	17%
Total	18	100%

The results obtained in Table 4.6 above indicates that majority of the respondents 6 (33%) held the position of project support staff (Logistics, HR and Finance) in the organization, while 4 (22%) were project medical staff; 3 (17%) were project medical coordinators and the same number 3 (again 17%) were resource coordinators whereas the last 2 (11%) were project coordinators. This implies that most of the employees in MSF-H project are project support members who are involved with the project execution process.

4.4. People Readiness Responses

Here it shows responses on challenges faced by lack of people readiness during project execution in MSF-H Gambella-Kule project.

The respondents were asked to state the extent of challenge to which the below people readiness qualities affecting the MSF-H Gambella-Kule project execution. A five point scale was used to rate the responses where:

5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent.

Table: 4.4.1. Statement on People readiness

Statement (People Readiness)	Mean
Getting and hiring qualified staff in the locality	4.49
Getting the right training to develop staff members	3.13
Implementation of MSF-H SoPs, policies, guidelines and checklists	3.16
Qualified staff retention	4.17
Average	3.74

As a result as seen from the above table getting and hiring qualified staff in the area and qualified staff retention hugely challenge the execution of the project in MSF H Gambella-Kule project. Whilst getting the right training to develop staff and implementation of MSF SoPs, policies, guidelines and checklists pose fair challenge in the project.

4.5. Process Readiness Response

The respondents were asked the extent of challenge to which the below process readiness qualities affecting the MSF-H Gambella-Kule project execution which the responses have been put below for construction, fleet and information technology process readiness. A five point scale was used to rate the responses where:

5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent.

The findings in the form of mean indicated in Table 4.5.1, Table 4.5.2. and Table 4.5.3 below respectively:

Table 4.5.1

Statement (Construction)	Mean
Quality of construction done?	4.33
Construction design correctness?	4.46
Construction schedule respected?	3.86
Quality of construction materials procured?	4.12
Number of variation construction works?	4.21
Completing construction works as per original plan and budget?	4.86
Average	4.3

From the findings, majority of the respondents agreed to a moderate extent with the challenges faced with the quality of construction, construction design, and quality of procured construction materials with mean 4.33, 4.46, 4.12 and 4.21. Whilst the highest challenge being completing the construction work as per the original plan and budget with 4.86 mean.

Accordingly, construction process readiness is highly lacking in MSF-H Gambella-Kule project and it challenging highly the execution of the project.

Next, as part of the process readiness the respondents were asked to state the extent of challenge to which the below fleet process readiness qualities affecting the MSF-H Gambella-Kule project execution.

Table 4.5.2

Statement (Fleet)	Mean
Logbook are used properly by driver and mechanics for vehicle usage?	3.13
MSF-H standard fuel sheet is used properly and monthly reported?	2.32
Regular vehicle service done as per MSF-H standard?	3.65
Vehicle daily and weekly movement board used for transport planning as per MSF-H standard?	4.01
Vehicle equipped with spare tires, tool and 1 st Aid Kit. Vehicles inventory is available as per MSF-H standard?	4.43
Driver and passenger always use seat belts?	2.32
Average	3.31

And so, from the findings above the majority of the respondents agreed to moderate extent of challenges faced with vehicle daily and weekly movement board usage, and vehicles equipped with spare tires, tool boxes and 1st Aid kit including vehicles inventory with mean 4.01 and 4.43. Whereas logbook usage, regular vehicle service have neutral challenges according to the respondents with mean 3.13 and 3.65. However, standard fuel sheet usage and drivers and passengers using seat belts in vehicles pose the least challenge to the organization.

Therefore, given 3.31 is the average mean and daily and weekly movement boards and spare equipment in the vehicle are really the major challenges in terms of fleet.

Again, as the last part of process readiness in this study the respondents were asked to state the extent of challenge to which the below ICT qualities are affecting the MSF-H Gambella-Kule project execution. Below, Table 4.5.3,

Statement (ICT)	Mean
Adequate internet connectivity available in the project?	4.13
Regular back up and security software updated in the project as per MSF-H standard?	4.43
Availability of network for resource sharing?	4.57
Qualified staff available for maintenance of hardware, software and network?	4.89
Availability of redundant communication gadgets for security reasons?	4.32
Internet password regularly changed according to MSF-H standard?	3.89
Average	4.43

From the findings, ICT wise the majority of the respondents agreed to a moderate extent challenges faced with the availability of adequate internet connectivity, with having regular backup and security software update, with the availability of network for resource sharing, with having qualified staff for maintenance and repair of ICT gadgets, with having redundant communication items for security reasons with mean 4.13, 4.43, 4.57, 4.89, 4.32, 3.89 respectively having a total average of 4.43 all in all.

The outcome really shows the MSF H project in Gambella-Kule is really faced with major challenges in terms of ICT process.

4.6. System Readiness Responses

With regards to system readiness the respondents were asked the extent of their challenge in their work with MSF H Gambella-Kule project execution. Below are their responses and 5 being the highest level of challenge and 1 the lowest level of challenge?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Table 4.6.1

Statement (System)	Mean
Design quality and operating standards flexibility to system change	3.36
Electrical, ICT systems and other systems compliance with the country power and ICT authorities regulation?	2.1
Safety systems installed and functional with machineries, devices and facilities?	4.1
Manuals and guidelines documentation completed and readily available	2.68
Systems has been tested and deficiencies have been identified and resolved?	4.28
Average	3.3

Hence, from the above outcome with mean 4.1 and 4.28 lack of installation of safety systems and their functionality and lack of systems testing and fixing deficiencies poses moderate challenge to MSF-H Gambella-Kule project. Whereas Design quality and operation standards flexibility to system change is fairly challenging the project.

Regarding systems compliance to regulatory body rules and regulation and having manuals and guidelines readily available poses the least challenge to MSF H Gambella-Kule project.

4.7 Communication

This section presents information on lack of communication challenges and statements on communication.

4.7.1 Communication responses

The respondents were requested to tell if they found it difficult to finish projects in the specified time due to lack of communication. The findings are indicated in the Table below.

Table 4.7.1: Communication

Communication	Frequency	Percentage
Yes	15	82%
No	3	18%
Total	18	100%

From the findings, majority of the respondents 15 (82%) admitted that it's difficult to finish projects in the specified time due to lack of communication while the rest did not. This indicates that most of the MSF – H project staff have found it difficult to finish projects as a result of poor or lack of communication. Poor communication or lack of communication can minimize the chance of timely response and approval of project continuity from concerned key stakeholders thus resulting in ineffective project execution.

4.7.2 Statements on Communication

The respondents were asked to state the extent to which communication challenges the effective execution of their projects.

A five point scale was used to rate the responses where:

5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent.

The findings in the form of mean indicated in Table 4.7.1 below:

Table 4.7.1

Communication	Mean
Exchange of information among stakeholders	3.13
Feedback to/from project staff to/from users	4.01
Availability of information for decision-making	3.33
Application of project management tools	4.37
Average	3.71

From the findings, majority of the respondents agreed to a moderate extent with the statements that application of project management tools and feedback to/from project staff to/from users challenges the effective execution of projects with mean scores of 4.37 and 4.01 respectively.

Also, the other majority of the respondents neutrally agreed with the statements that availability of information for decision-making and exchange of information among stakeholders determine effective implementation of projects with mean scores of 3.33 and 3.03 respectively. Hence, with an average mean of 3.71 the findings therefore show that most employees in MSF-H project agree that lack of communication in terms of exchange of information among stakeholders and application of project management tools and feedback to/from project staff to/from users challenges the execution of projects.

Accordingly, lack of communication in the form of project management tools and feedback from staff etc really challenges the effective execution of projects.

4.8. Planning

This section covers information on organizational planning, and to what extent planning challenges the project execution in MSF-H Gambella-Kule project.

4.8.1 Planning at Execution Stage

The study asked the respondents to indicate if the organization planning at the execution stage of their project challenges the project execution in MSF-H Gambella-Kule project. The responses are put in the below table.

Table 4.8.1: Organization Plan

Plan	Frequency	Percentage
Yes	18	100%
Total	18	100%

From the findings, all the respondents 18 (100%) indicated that the organization plan at the execution stage of their project is key. This findings show that the lack of organization plan at the execution stages is a real challenge for effective project execution in MSF H Gambella-Kule project.

4.8.2 Lack of Planning Challenge at Project Execution

The respondents were asked to state the extent of challenge by poor or lack of planning at the execution stage of MSF H Gambella-Kule project. The Table below shows the findings.

Table 4.8.2: Planning

Challenges to Effective Project Execution	Frequency	Percentage
Yes	16	89
No	2	11
Total	18	100%

From the findings, majority of the respondents 16 (89%) expressed that planning is key to effective project execution of project at MSF-H while 2 (11%) did not think. The findings reveals that most staff in the organization agree that planning at the execution stage of the project is key to effective implementation and that better planning leads to better project execution.

4.8.3 Statements on Planning

The respondents were asked to state the extent to which the following statements challenge project execution at MSF-H. The findings in form of mean are indicated in the table below.

Table 4.8.3: Planning statements

Statement	Mean
Speed in deployment of project resources?	2.22
Effect on ease of project staffing?	4.51
Effect on adequacy of scheduling?	2.19
Impact on project stakeholders understanding of project timelines?	3.22
Effect on clarity of required supplies?	3.01
Average	3.03

From the findings, majority of the respondents agreed to a moderate extent with the statement that effect on ease of project staffing with a mean score of 4.51. Furthermore, majority of the respondents neutrally agreed with the statements that impact on project stakeholders understanding of project timelines and effect on clarity of required supplies determine effective execution of projects with mean scores of 3.22 and 3.01 respectively. However, majority of the respondents disagreed with the statements that speed in deployment of project resources and effect on adequacy of scheduling can be a challenge to effective project execution mean scores of 2.22 and 2.19 respectively. The findings therefore show that majority of staff in MSF-H disagree that the organization enhances speed in deployment of project resources and effect on adequacy of scheduling determine effective execution of projects.

All in all, with an average mean score of 3.03 finding show that effective planning is essential for the survival and execution of projects, without which the project can fail at the execution stage.

4.9 Budget

This section covers information on challenges related to adequate financial support for MSF H Gambella-Kule project execution and statements on financial support and responses.

4.9.1 Enough Funds

The respondents were asked to indicate if there was enough funds to support the project execution at MSF H project. The below table shows illustrates the findings.

Table 4.9.1: Enough Funds

Enough Funds	Frequency	Percentage
Yes	10	56%
No	8	44%
Total	18	100%

From the findings, majority of the respondents 10 (56%) indicated that there was enough financial support for project execution at MSF H Gambella-Kule project while 8 (46%) did not believe so.

The findings reveals that most staff agree that there was enough funds for project implementation at MSF Holland Gambella-Kule project for effective project execution since finance is essential in effectively execution project activities.

4.9.2 Statements on Financial Support

The respondents were asked to show the extent to which they agreed or disagreed with the following statements concerning effective project execution and challenges with adequate funds for it. The responses are put with the table below.

Table 4.9.2: Statements on Adequacy of Funds

Statement (Budget)	Mean
The organization ensures there is timely provision of funds for project execution	2.43
There is delivery of project activities in terms of time-taken	3.21
There is independency in the budgetary decisions for project execution unit	2.17
Effect on project staff relations – adequacy and timeliness of salary	4.02
Effect on overall execution effort - systemic and efficiency	3.81
Sponsor evaluation and estimation of the return on investment	3.62
Average	3.21

From the findings, majority of the respondents agreed to a moderate extent with the statement that effect on project staff relations (adequacy and timeliness of remuneration) with a mean score of 4.02. Majority of the respondents neutrally agreed with the statements that effect on overall execution effort (systemic and efficiency), sponsor evaluation and estimation of the return on investment and there is delivery of project activities in terms of time-taken with mean scores of 3.81, 3.62, 3.21 and 3.17 respectively.

However, most of the respondents disagreed the statements that the organization ensures timely provision of funds for project execution and there is no dependency in the budgetary decisions for project execution with mean scores of 2.43 and 2.17 respectively.

The findings therefore reveals that majority of staff in MSF H Gambella-Kule project disagree that the organization ensures timely provision of funds for project execution and independent budgetary decisions for project execution.

Sufficient funding is very crucial for projects to be effective and project execution to be carried on very well.

4.10 Project Execution

This section entails information on importance of project execution in MSF H Gambella-Kule project and statements on project execution and measurement of project execution.

4.10.1 Importance of Project Execution

The respondents were asked to rate the general weight and importance of project execution in their project. The results are illustrated in the Table below.

Table 4.10.1: Project Execution

Project Execution	Frequency	Percentage
Very Important	12	66%
Important	5	28%
Average	1	6%
Total	18	100%

From the findings, majority of the respondents 12(66%) rated project execution as very important, 5 (28%) of the respondents rated project execution as important while a small number of the respondents 1 (6%) rated project execution as average. The findings show that most employees in MSF H Gambella-Kule project considered project execution important.

Effective project execution helps in putting the action plan into operation, achieving tangible change and improvements, ensuring that new infrastructure, new institutions and new resources are sustainable in every aspect.

4.10.2 Statements on Project Execution

The respondents were asked to indicate the key success factors that were most indicative to them showing that a given project had been effectively executed. The findings in the form of mean are put in the below table.

Table 4.10.2: Project Execution

Project Execution	Mean
Project product delivery	3.02
Sustainability of project benefits	4.33
Budget delivery	4.57
Time delivery	3.42
Project product quality	4.44
Average	3.96

From the findings, majority of the respondents agreed to a moderate extent that budget delivery, project product quality and sustainability of project as the key success factors to say a given project had been effectively executed with mean scores of 4.57, 4.44 and 4.33 respectively. Majority of the respondents neutrally agreed that delivery time and project product delivery as the key success factors for effective execution of projects indicating with mean scores of 3.42 and 3.02 respectively.

The findings therefore reveals that majority of staff in MSF H Gambella-Kule project agree that that budget delivery, project product quality and sustainability of project benefits as the key success factors for effective execution of the project. Budget delivery, project product quality and sustainability of project benefits helps in defining the goals and objectives of a project thus making execution successful, and the impact is felt across the project development process and in the final project result.

4.10.3 Measurement of Project Implementation

Budget delivery is one of the major factor in measuring and analyzing project execution in many ways throughout a project, from planning, programming and design to bidding, construction, turnover, and post occupancy.

4.11 Summary of Performance Indicators Assessment Result

The study further sought to indicate the description of the variables by use of mean averages in describing the variables. The table below shows the results.

Table 4.11.1: Descriptive Statistics

	<i>Number</i>	<i>Mean Average</i>
People Readiness	18	3.74
Process Readiness	18	4.01
System Readiness	18	3.30
Project Execution	18	3.96
Communication	18	3.71
Planning	18	3.03
Budget	18	3.21

There were 18 observations which were used in the study as indicated in Table 4.18. The mean for the dependent variable (Project Execution) in MSF – H Gambella – Kule was 3.96. The mean score for people readiness, process readiness, system readiness, project execution, communication, planning and budget was 3.74, 4.01, 3.30, 3.96, 3.71, 3.03 and 3.21 respectively.

This shows that among the six independent variables process readiness, people readiness communication, system readiness, budget and planning pose the highest challenges in decreasing order to MSF H Gambella-Kule project.

Chapter Five

Summary, Conclusion and Recommendations

5.1. Introduction

The chapter represents a summary of the main findings that were presented in chapter four, summary, conclusion and recommendations suggested by the researcher. The findings are discussed as per the objectives of the research and shows if the objectives set agree or disagree with literature reviewed.

5.2. Summary and Findings

The study is conducted in the area of project execution opportunities, challenges and means of resolution in MSF-Holland project in Gambella-Kule refugee settings. The general objective of the study is to show the practice of normal project execution of MSF-H in Gambella-Kule project as typical example of the organization traditional project execution vis-à-vis modern project execution according to literatures reviewed. The specific objectives includes in identifying major challenges faced with MSF H Gambella-Kule project execution in terms of people, process and systems readiness and also challenges associated with poor or lack of communication not to mention the challenges faced with planning and funding employing appropriate tools relevant for this type of study.

According to the study with an average ($M=3.74$) people readiness is a major challenge to MSF H Gambella-Kule project, and so getting and hiring qualified staff in the area and qualified staff retention hugely challenges the execution of the project in MSF H Gambella-Kule project. Whilst getting the right training to develop staff and implementation of MSF SoPs, policies, guidelines and checklists also pose fair challenge in the project at the execution stage.

Here again, three process readiness sectors were studied...namely construction, fleet and ICT readiness. As per the finding of the study each of the three processes are really a challenge with an average mean of 4.3, 3.31 and 4.43. Accordingly, with an average mean process readiness of

4.01 process readiness in MSF H Gambella-Kule project really poses the toughest challenge that the organization should prioritize to resolve first as it is affecting the organization project execution negatively.

System readiness is the last readiness criteria studied with respondents mean outcome of 4.1 for the lack of safety systems installation and functionality and lack of safety system testing and resolution of identified deficiencies with mean 4.28 giving the highest challenges to MSF-H Gambella-Kule project execution.

With system readiness, compliance to regulatory body rules and regulation and having manuals and guidelines readily available poses the least challenge to MSF H Gambella-Kule project with 2.1 average mean.

The study found that 82% of the staff at MSF H Gambella-Kule project found it difficult to finish projects as a result of poor or lack of communication. The study found that poor communication or lack of communication can minimize chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation.

Therefore, application of project management tools (M=4.37) and feedback to/from project staff to/from users (M=4.01) determine effective implementation of projects.

The study found that MSF H Gambella-Kule project planning at the execution stage of its project challenges the project implementation according to all of the respondents with 100% response rate. Furthermore, 89% of the respondents stated that poor or lack of planning at the execution stage poses great challenge to MSF H Gambella-Kule project to effective implementation of the projects.

Also, the study found out that the organization does not enhance speed in deployment of project resources (M=2.22) and effect on adequacy of scheduling (M=2.19) and so it's a real challenge during the execution of projects. Effective planning is essential for the effective implementation of projects, without which the execution of the project will fail.

Furthermore, 56% of the respondents stated that there was enough funds to support the project execution at MSF H Gambella-Kule thus effective project execution since finances are essential in the running of a project initiative in terms of facilitating execution of the project. But still almost half of the respondents think there is lack of funds which can mean some challenges with this as well.

In another story, the organization does not ensure timely provision of funds for project execution (M=2.43) and so this is another challenge and non-flexibility in the budgetary decisions for project execution unit (M=2.17). Sufficient funding is very crucial for projects to be effective and project execution to take place very well.

5.3 Discussion of the Findings

Starting with the biggest challenge of MSF H Gambella-Kule project according to respondents process readiness with an average mean process readiness of 4.01 really poses the toughest challenge that the organization should prioritize to resolve first as it is affecting the organization project execution negatively.

Next, according to the study with an average (M=3.74) people readiness is a major challenge to MSF H Gambella-Kule project, and so getting and hiring qualified staff in the area and qualified staff retention challenges very much the execution of the project in MSF H Gambella-Kule project. Whilst getting the right training to develop staff and implementation of MSF SoPs, policies, guidelines and checklists also pose fair challenge in the project at the execution stage.

System readiness is the last readiness criteria studied with respondents mean outcome of 4.1 for the lack of safety systems installation and functionality and lack of safety system testing and resolution of identified deficiencies with mean 4.28 giving the highest challenges to MSF-H Gambella-Kule project execution.

The study found out that poor communication is indeed a challenge during MSF H Gambella Kule project execution and so a strong link between communication and project execution in the project observed. It's found that better and efficient communication enhances effective project execution. These findings agree with John (2012) who postulates that the success or failure of project execution, whether in Africa or other developing regions, depends very much on

effective communications between the stakeholders, funding agencies, host governments and project beneficiaries.

Hart (2006) notes that development project execution involves interaction among diverse actors from local stakeholders trying to improve their condition, to development practitioners implementing strategies to help make the improvements possible, and various other actors in between'. Unfortunately, as observed in Ten Step, Inc. (2012), many of the problems that surface on a project are actually the results of poor communication.

Communication involves processes of dialogue, exchange of information and resources, and the capacities that enable understanding, negotiation and decision making. Simply put, communication gives the project beneficiaries and other stakeholders a voice to empower them, so that they can participate effectively in discussions and decisions to be made on project execution to have their consent on key issues that affect them.

As found out in the study, despite efforts to address the problem of programme communication by various organizations communication remains a serious challenge. Therefore, communications issues continue to affect the MSF H Gambella-Kule project execution unless swift measures are taken to streamline it.

Upon observation, it has also been noted that the current political atmosphere in the country versus the regional ethnic politics at times have been security challenge to the operation of the MSF H Gambella-Kule project execution.

5.4 Conclusion

According to the study outcome at MSF H Gambella-Kule project, with an average mean of 4.01 process readiness poses the biggest challenge alarmingly at the stage of project execution and so the organization should plan and attempt to reduce/avoid completely issues under process readiness in all technical matter. Doing so, will help expedite the project execution process at the project.

Next, according to the study with an average (M=3.74) people readiness is another major challenge next to people readiness in MSF H Gambella-Kule project at the execution stage. And so it requires to be acted upon thoroughly for a resolution.

System readiness is the last readiness criteria studied with respondents mean outcome of 4.1 for the lack of safety systems installation and functionality and lack of safety system testing. The organization need to focus on its deficiencies in this regard to resolve the issue.

Regarding the first objective, it has been found out that poor or lack of communication results in difficulty of completion during execution. The study found out that the level of communication indeed can be a challenge to MSF H Gambella-Kule project and the organization need to focus to improve highly the level of communication among relevant stakeholders during its project execution. Communication is essential both between the team and also across departments and external stakeholders. This specifically is applicable for listening beneficiaries and local communities point and incorporate their concerns from the planning stage of the project to avoid them from being snag at the execution stage of the project.

In a related matter, poor planning during execution has been identified as another major challenge affecting the MSF H Gambella-Kule project during execution according to the study. It has been found out from fair number of respondents reply that MSF Gambella-Kule project planning challenges upon implementation which affected scheduling of the project.

Also, the study has seen that if financial support (budget) during execution is limited and or no flexibility, it will be really a major challenge for the execution of the project – according to the respondents reply from MSF H Gambella-Kule project staff members. This had been justified by their response that MSF H Gambella-Kule project didn't really insure timely provision of funds during execution of its project. In addition there wasn't flexibility in budgetary decision for project execution. Thus MSF H management must improve the budget administration so the adequate amount of budget should be released and quick budgetary support should be given during project execution. In addition, MSF H need to ensure there is flexibility with budgetary decisions during execution to lessen the impact of inadequate and inflexible budget to project execution.

Finally, it requires continual to assess the safety and security situation of the project continually and devise mitigation strategies to risks and vulnerabilities to avert looming danger that impact the execution of the MSF H Gambella-Kule project

5.5 Recommendations

1. Starting with the biggest challenge of MSF H Gambella-Kule project during execution according to the study, MSF H Gambella-Kule project should prioritize and resolve its biggest challenges with process readiness. MSF H Gambella-Kule project should ensure process checklists for all its technical families are duly respected and acted upon by continual follow-up. In case there still issue with staff not respecting the checklist or guideline, MSF H Gambella-Kule should immediately take disciplinary measures according the MSF HR procedures and so staff will be obliged to take corrective measures before it's too late.
2. To avert yet another major challenge with people readiness reflected in the study, MSF H Gambella –Kule project should streamline its recruitment process in that it retains qualified staff by providing attractive remuneration, benefits package and working environment. Also, get the right and best candidate for the job by bringing in competent staff from in country or abroad. Similarly, MSF H Gambella-Kule needs to monitor and influence team to improve respecting the organization SoPs, policies and checklist by linking to performance evaluation of staff members for continuous improvement
3. MSF-H Gambella-Kule project should strengthen its system readiness by improving and modernizing its system testing capabilities to fix issues soon as they happen to avoid system interruption affecting project execution in the project. On a related matter, MSF H Gambella-Kule project should also improve its system readiness by installing safety systems to recover quickly from emergency situations.
4. According to the outcome of the study, it's has been noted that communication is a major challenge during the execution stage of MSF Holland Gambella-Kule project. Therefore, to avoid or lessen the impact of communication challenge in the organization MSF H must review and improve its communication strategies with clear and impactful action points on the tasks need to be done by all level at the execution stage as required.

5. Another major challenge noted during execution stage is the inadequacy and non-flexibility of budget decisions during the execution of the MSF H Gambella-Kule project according to responses and so MSF H must allocate adequate funds and ensure flexibility of budget decision to projects to enhance the effectiveness and efficiency of project execution.
6. Also, given planning during the execution stage of the MSF H Gambella-Kule project has been identified as challenge, MSF H should improve its planning during implementation by employing industry standard project execution planning tools and methods to improve further its project execution efficiency and effectiveness and avoid schedule schedule and cost overrun.
7. MSF H Gambella-Kule project should proactively do continual assessment on the the safety and security situation of the project and devise viable mitigation strategies to lessen the impact of risks and vulnerabilities and avert looming danger that impact the execution of the MSF H Gambella-Kule project.
8. Lastly, MSF H Gambella-Kule project needs assess the leadership capacity of front leaders and key project execution supervisors given the success in project execution is dependent on the leadership skills of the project leadership team and having the right people and processes in place to support execution. Therefore, the organization should provide the right tools and trainings for leaders to make sure not only they are determined, committed and motivated and productive but also their subordinates follow their footsteps and contribute positively to the project execution of the organization.

5.6 Suggestions for Further Research

This study has been conducted to identify the challenges facing the MSF-Holland, Gambella Kule project execution and show a way out the problems. However, to have comprehensive and general overview of the organization project execution further study in the organization other project areas in country or other countries is recommended.

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Appendices

I. Interview Question

ADDIS ABABA UNIVERSITY

PROJECT MANAGEMET DEPARTMENT

Dear Sir/Madam

First of all I appreciate for giving me your time to have this interview. My name is Wubeshet Tadesse an MA graduate student in Project Management at the Addis Ababa University. The main purpose of this interview is to collect data for the research entitled “Project Implementation Challenges and Opportunities in MSF-Holland Kule Project”. The research intends to improve MSF-H Gambella - Kule project execution by identifying problem areas and eliminate or reduce significantly for a much better impactful outcome of the project thereby raising the satisfaction of stakeholders. Though, there are several factors that can make this research fruitful your cooperation, honesty and genuine responses to this interview question are the basic ones. Therefore, I kindly request your cooperation and sincere response to the interview session.

Interview Questions

1. From your point of view, what are the major problems related with the execution of MSF-H Gambella-Kule project?
2. As MSF-H, Gambella-Kule project beneficiary and refugee incentive workers do you think you and your fellow refugee community benefited from the project? If yes, to what extent is the level of satisfaction? If no, why?
3. From your point of view, what are the specific challenges with the execution of the MSF-H Gambella-Kule project in the area?
4. What were some of the external problems MSF-H encountered either from local, federal or other actors during its project execution in the area?
5. How do you see MSF-H Gambella-Kule project programming and support vis-a-vis the needs of the refugee population?
6. What do you think are some of the means of resolution for the major challenges during MSF-H Gambella-Kule project execution?
7. How do you see the communication between the governmental, non-governmental and other actors with MSF-H Gambella-Kule during the execution of the project?
8. How do you see the project implementation impact with the refugee community in the area?
9. How do stakeholders affect the execution of MSF-H Gambella-Kule project?

10. How do you see the MSF-H Gambella, Kule project funding for project execution? Do you think the funding is enough or appropriate?
11. What is the effect of the current political change and dynamics in the country vis-à-vis the regional politics to the project implementation?
12. What are the challenges associated with budget and funding utilization?
13. What are the challenges with MSF-H leadership for the successful execution of the project?

II. Questionnaire

ADDIS ABABA UNIVERSITY
PROJECT MANAGEMET DEPARTMENT

Dear Participant,

First and for most, I appreciate for giving me your valuable time to fill this questionnaire. My name is Wubeshet Tadesse an MA graduate student in Project Management at Addis Ababa University. The main purpose of this questionnaire is to collect data for the research entitled “Project Implementation Challenges and Opportunities in MSF-Holland, Kule Project”. The research intends to improve MSF-H Gambella - Kule project execution by identifying problem areas and eliminate or reduce significantly for a much better impactful outcome of the project thereby raising the satisfaction of stakeholders. Though, there are several factors that can make this research fruitful your cooperation, honesty and genuine responses to this questionnaire are the basic ones. Therefore, I kindly request your cooperation and sincere response to the interview session.

Note: In order to save your time take only 20 to 30 minutes of your time to complete the questionnaire and return after completion.

Instructions

For certain questions, you are required to choose by ticking (√) one answer among the alternatives. For certain questions, you are encouraged to specify other alternatives in the space provided or to fill the blank spaces. Also feel free to write helpful comments where appropriate in the margins.

Part. A: Demographics

1. Gender of the respondent

Female () Male ()

2. What is your age bracket?

i. Below 25 years ()

ii. 25-30 years ()

iii. 31-40 years ()

iv. 41-50 years ()

v. Over 50 ()

3. What is your level of education?

- i. Primary ()
- ii. Secondary ()
- iv. Undergraduate ()
- iv. Postgraduate ()

4. How long have you worked for MSF-Holland, Gambella-Kule project or Coordination?

- 1. Less than 1yr ()
- 2. 1-3 years ()
- 3. 4-6 years ()
- 4. 7-9 years ()
- 5. 9 years & above ()

5. What is your position in the organization?

- Project Coordinator ()
- Project Medical Coordinator ()
- Project Medical Staff ()
- Project Support Staff - HR, Logistics, Finance ()
- Resource Coordinator - Operations ()

Part. B: Criteria Determining Project Execution.

A. People Readiness

1. For each of the statements provided, state the extent of challenge to which the below people readiness qualities affecting the execution of your projects. 5 being the highest and 1 the lowest?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Getting and hiring qualified staff					
Getting the right training to develop staff members					
Implementation of MSF-H SoPs, policies, guidelines and checklists					
Qualified staff retention					

2. Process Readiness

For each of the statements provided, state the extent of challenge to which the below process readiness qualities affecting the MSF-H Gambella-Kule project execution. 5 being the highest and 1 the lowest?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement (Construction)	1	2	3	4	5
Quality of construction done?					
Construction design correctness?					
Construction schedule respected?					
Quality of construction materials procured?					
Number of variation construction works?					
Competing construction works as per original budget?					

Statement (Fleet)	1	2	3	4	5
Logbook are used properly by driver and mechanics for vehicle usage?					
MSF-H standard fuel sheet is used properly and monthly reported?					
Regular vehicle service done as per MSF-H standard?					
Vehicle daily and weekly movement board used for transport planning as per MSF-H standard?					
Vehicle equipped with spare tires, tool and 1 st Aid Kit. Vehicles inventory is available as per MSF-H standard?					
Driver and passenger always use seat belts?					

Statement (ICT)	1	2	3	4	5
Adequate internet connectivity available in the project?					
Regular back up and security software updated in the project as per MSF-H standard?					
Availability of network for resource sharing?					
Qualified staff available for maintenance of hardware, software and network?					
Availability of redundant communication gadgets for security reasons?					
Internet password regularly changed according to MSF-H standard?					

3. System Readiness

For each of the statements provided, state the extent of challenge to which the below system readiness qualities affecting the MSF-H Gambella-Kule project execution. 5 being the highest and 1 the lowest?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement (System)	1	2	3	4	5
Design quality and operating standards and adherence to a management of change					
Electrical, ICT systems and other systems compliance with the country power and ICT authorities regulation?					
Safety systems installed and functional with machineries, devices and facilities?					
Manuals and guidelines documentation completed and readily available					
Systems has been tested and deficiencies have been identified and resolved?					

4. Communication

- Do you find it difficult to finish projects in the specified time due to lack of communication?

Yes () No ()

- For each of the statements provided, state the extent to which communication determines effective execution of your projects 5 being the highest and 1 the lowest?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Exchange of information among stakeholders?					
Feedback to/from project staff to/from beneficiaries?					
Availability of information for decision-making?					
Application of project management tools?					
Others (please specify) below?					

5. Planning

- Does your organization plan for the execution stage of project?
Yes () No ()
- Does the planning determine effective project execution at MSF-H Gambella-Kule?
Yes () No ()
- To what extent do the following statements challenge project execution at MSF-Holland Gambella-Kule project?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Speed in deployment of project resources?					
Effect on ease of project staffing?					
Effect on adequacy of scheduling?					
Impact on project stakeholders' understanding of project timelines?					
Effect on clarity of required supplies?					

5. Budget

- Is there enough budget support for project execution at MSF-H, Gambella-Kule project?
Yes [] No []
- For each of the statements provided, state the extent to which budget challenges effective project execution?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
The organization ensures there is timely provision of funds for project execution?					
There is delivery of project activities in terms of time-taken?					
There is flexibility in the budgetary decisions for project execution?					
Effect on project staff relations – adequacy and timeliness of salary?					
Effect on overall budget execution effort - systemic and efficient?					

6. Project Execution

- How would you rate the general importance of project execution?

Very important () Important () Average () Little importance () Not important ()

- Which of the below factors are indicative to you to show that a given project had been effectively executed.

- **5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent**

Statement	1	2	3	4	5
Project product delivery?					
Sustainability of project benefits?					
Budget delivery?					
Time delivery?					
Project product quality?					

