



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

ASSESSMENT OF EXECUTION PRACTICE OF SOCIAL WORK PROJECT IN
SELECTED LOCAL NGOs IN ADDIS ABABA, ETHIOPIA.

By

RAHEL GEBRE

ADDIS ABABA UNIVERSTY
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Department of Project Management Program

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Advisor: Solomon M. (PhD)

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RAHEL GEBRE

APPROVED ADVISOR

Examiner _____

signature _____

Examiner _____

signature _____

Advisor _____

signature _____

DECLARATION

I Rahel Gebre, declare that this study by the title of “Assessment of project implementation practice of social work project in selected local NGOs in Addis Ababa” is the outcome of my own effort and study. All resource of material used from other source to support the study have been acknowledged. This study is my original work and it has not been submitted or presented for any degree in any university.

Rahel Gebre

Signature: _____

Date: _____

Statement of certification

This is to certify that this project work by the title of “ *assessment of project implementation practice of social work project in selected local NGOs in Addis Ababa, Ethiopia*” undertaken by Rahel Gebre for the partial fulfillment of master of art in project management at Addis Ababa University school of commerce. I have read this project work prepared under my direction and recommended that it is accepted as fulfilling the research requirement

Signature _____

Date _____

Research Advisor

DEDICATION

I dedicate this study work for all the teachers that supported me to grow by their encouragement and motivation from elementary school until now. I admire their capacity of being role model to me, as a student. Even though it was not clear to me, they saw the potential within me and helped me to push harder by giving me encouragement to continue my education to this stage. And now I can say that we did it, to all my teachers who became a candle to my darkest paths by lighting my way even though it cost them being melt.

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Table of Contents

DECLARATION	i
Statement of certification	i
DEDICATION	iii
ACKNOWLEDGMENT	iv
List of table.....	viii
List of figure	ix
ACRONYMS	x
ABSTRACT.....	xi
CHAPTR ONE	1
1. INTRODUCTION.....	1
1.1 Back ground of the study	1
1.2 Problem statement	3
1.3 Research questions	5
1.4 Objectives of the study	5
1.4.1 General objective	5
1.4.2 Specific objectives.....	5
1.5 Significance of the study	6
1.6 Scope of the study	7
1.7 Limitations of the study	7
1.8 Definition of terminology.....	8
1.9 Organization of the study	9
CHAPTER TWO	10
2. REVIEW OF RELATED LITRATURE	10
2.1 NGOs History.....	10
2.2 Social work projects within NGOs.....	11
2.2.1 Educational projects.....	12
2.2.2 Poverty reduction projects	13
2.2.3 Child development project.....	14
2.3 Project implementation practice	15

2.4	Challenge of NGOs project implantation	19
2.4.1	External factors that influence project implementation	19
2.4.2	Internal factors that influence project implementation	19
CHAPTER THREE		21
3.	METHDOLOGY	21
3.1	Research design and approach	21
3.2	Approaches of data collection	22
3.3	Technique for data collection	22
3.3.1	Secondary data	22
3.3.2	Primary data	23
3.4	Research population	23
3.5	Sampling methods	23
3.6	Sampling size.....	24
3.7	Questionnaire design	24
3.8	Pilot study	25
3.9	Data Analysis	25
3.9	Ethical issues	26
CHAPTER FOUR		27
4.	DATA ANALYSIS AND FINDING	27
4.1	Introduction	27
4.2	Basic information about the respondents	28
4.3	Project implementation practice of social work project	30
4.4	Challenges of social work project implementation practice	35
4.5	Qualitative data analysis.....	37
CHAPTER FIVE		38
5.	CONCLUSION AND RECOMMENDATION	38
5.1	Introduction	38
5.2	Conclusion.....	38
5.3	Recommendation.....	40
REFERENCES		42
APPENDIX		45
	Appendix 1, Question for interview	45

Appendix 2, Name of local NGOs which work on child development 46
Appendix 3, Questioner as primary data collection 52

List of tables

Table 2:2critical success factor of project implementation.....	16
Table 2:3difference between traditional and strategic project management system.....	17
Table 4:1respondent position in the NGOs.....	28
Table 4:2 respondent experience in year.....	29
Table 4:3 field of specialization.....	29
Table 4:4 educational level of respondent	29
Table 4:5 frequency of past project experience	30
Table 4:6 Level of project execution in respondent local NGOs.....	30
Table 4:7project management system (traditional or strategic).....	31
Table 4:8 project team competency in project implementation	32
Table 4:9 human resource management as CSF	32
Table 4:10Relation between financial situation of organization and turn over	33
Table 4:11project implementation practice factor rank	34
Table 4:12 level of governmental support to project implementation	34
Table 4:13 community participation in project implementation.....	35
Table 4:14reason for weak participation of community in project implementation	35
Table 4:15 difficulty of project implementation within constraints	35
Table 4:16 project implementation practice challenges, rank.....	36

List of figure

Figure 4:1 Percentage of project execution..... 30

ACRONYMS

CHSA- Charity and Societies Association

CSF- critical success factor

ECD- Early Child Development

EFA- Education for All

FAO- Food and agricultural product

GDP- Gross Domestic Product

HR- Human Resource

HRM- Human Resource Management

NGOs- Non- Governmental organizations

SPSS- Statistical Package for the Social Science

UNHCR- United Nation High Commissioner for Refugees

UNESCO- United Nation Economical, Scientific and Cultural Organization

UNICEF- United Nation International children's Emergency Fund

WWI- World War the first

WWII- World War the second

ABSTRACT

Project implementation vary in different organizations with regard to their scope, schedule, budget and objective which make the project unique in its character. Non- Governmental Organizations (NGOs) are project driven organization which based on implementing project that uplift social deprivation without gaining profit. Therefore most of the project implemented by NGOs are donated by local or international fund which include personal donation, organizational and group of people by excluding payback for their own benefit. This study focused on local NGOs which implement the project by using local fund and used not more than 10% from international donation. The main objective of this study was to assess the practice and challenges of social work projects undertaken by local NGOs. Even though project is unique by its nature there are common areas that can be assess the practice of project implementation and challenges local NGOs faced nowadays. Based on pilot interview and literature review we extract different challenges and success factor that influence project implementation to assess the existing situation of local NGOs that found in Addis Ababa, Ethiopia. To investigate local NGOs project implementation practice this study use both secondary and primary data collection technique; for the secondary data this study went through literature review to overlook NGOs historical back ground, existing implemented projects, success factor that influence project implementation and external and internal challenges. And based on that questionnaire develop to use as primary data collection techniques to collect the necessary data concerning the practice and challenges of social work projects implementation under taken by local NGOs in Addis Ababa. By locating the target group which is local NGOs that work on children development projects, which is 238 local NGOs questionnaire was used as primary data collection to gather data to made strong conclusion and recommendation. By using sampling, 43 local NGOs are selected randomly and from the sample 33 questionnaire collected from respondent, 8 sample does no longer exist as NGOs and 2 of them are not willing to give response. And the analysis is based on 33 local NGOs response on project implementation practice and its challenges. After analyzing the questionnaire the study arrived to the conclusion that project is implemented based on given schedule and there is fair level of governmental support and community participation but its challenging to implement project based on scope and quality. This study find fund and financial situation of the organization, and country regulation and policy as leading challenges that affect the social work project implantation practice in local NGOs.

Key words: *project implementation, social work project, project implementation challenges*

CHAPTR ONE

1. INTRODUCTION

1.1 Back ground of the study

Implemented project is a sign to one country development; which influence social, economic, political figure of a country. Different literature explain about types of projects that implemented to enhance a country development for example: construction projects contribute 10% of Gross National Product (GDP) in industrialized countries (Navon, 2005), as food and agricultural organization (FAO) of the united nation review explain Agriculture projects in developing countries improve productivity and income by addressing the demand of population; increase exporting agricultural product by introducing innovative techniques (Julie Flament and Alice Tempel Costa, 2012) infrastructure projects provide opportunity to improve market, jobs and income of community, industry and many more (Antonio Estache and GrégoireGarsous, 2012). Similarly Non- Governmental organization (NGOs) engage on social work projects which include children development, health improvement, women empowerment etc. to improve and sustain community condition from social deprivation. (Charity and Sociteies Association, 2013)

Non-governmental organization (NGOs) social work projects had a lot of impact in the world throughout human history; through community development, humanitarian and political influence NGOs were working to abolish the slave trade in 1807, in 1863 red cross international formed to give emergency humanitarian help to the world wars (Eric D. Werker, Faisal Z. Ahmed, 2007).

Ethiopia also has long history about NGOs involvement in different community development project. Around 1960's Ethiopia national and international NGOs appear to different social work projects to support country by developing the objective of eradicate poverty, controlling famine crisis and political instability in the different regimes of the country (Jeffrey Clark, 2000)

NGOs mostly have project driven nature and the success or failure of particular project influences the organizational stability and also it affect country picture in big scale (Eric D. Werker, Faisal Z. Ahmed, 2007). International or local NGOs existences depend on the

objectives of implementing projects to address the community demand and improving life scale of the society. In Ethiopia the sustainability and endurance of NGOs are depend on their project implementation; if one NGOs stop all the phase of the projects and does not have any other project plan or terminate the projects because of foreseen or unforeseen reason Charity and Societies Association (CHSA) will take over all the issue regarding that NGO (Charity and Societies Association, 2013)

The new proclamation of Ethiopia categorize NGOs Based on the fund from where they get NGOs as international and local; Local NGOs are NGOs which work on humanity and different projects by using 90% of their finance from local funds and 70 % project implementation and 30% administration cost. These local NGOs focus on children development, women empowerment, community development environmental and health issue. International NGOs formed by international law (Federal negarit Gazeta, 2009).

Now a days in Ethiopia there are many NGOs implement projects to address social challenge by using funds from different individual or organization and implement social work project that focus on charitable work on affected society such as women empowerment, education, agricultural instability, health, children development etc. (Jeffrey Clark, 2000). There are around 2,461 NGOs that work charitable social work projects that engage in community development by addressing immediate problem and providing sustainable project (Charity and Societies Association, 2013).

1.2 Problem statement

Even though international and local NGOs are engaged to social, economic and country development by implementing projects with different level of scope and objectives. From the data gathered by interviewing project manager or responsible person for project implementation: in local NGOs projects are implemented in less organized way and many projects are implemented by volunteer and employee that doesn't have social work or project management background this make the implementation of the project by past experience and common sense.

Most of the projects implement by dividing the project in many phase; if one project is not attended within the time frame it will not be a failure but will be address to the next phase of the project; this helps the organization to see the short term impact through monitoring and evaluation this type of implementation practice supported by the review of Action Aid international NGO that work on eradicating poverty through development project in rural area; on this report the author explain on how the project was separated into different phase for the purpose monitoring and controlling of project implementation and this make the project does not have time as constraint (Biresaw Geremew, 2016) .

Local Non-Governmental Organizations (NGOs) in Ethiopia are facing a lot of challenges regarding their project implantation practice:

Based on the proclamation No 621/2009 of charities and society's proclamation the most challenging to the project implementation practice is the issue of legality of the project; Most of the social work projects are limited to community development without advocacy of human right, social justice and political engagement (Kendra E Dupuy, James Ron & Aseem Prakash,, 2014). The financial situations of the local NGOs are also a big challenge because of the fund provider (donor) is unstable, the management of the fund collected from the donor and allocation of the fund label as the internal challenges of project implementation practice (Mengesha Ayene, Raman Kumar, Fitsum Asefa, 2014). And the law of Ethiopia charities and society labeled 70% of the fund for project implementation and 30% of the fund for administration cost and this affect the number of employee and their competency for specific position (Mengesha Ayene, Raman Kumar, Fitsum Asefa, 2014).

From the data collected by interviewing the project manager of Local NGOs in Addis Ababa area there are some common challenges on the implementation of social work projects. As per some project manager answer; human resource management and deficiency of professional employee is one of the challenge project implementation face, most of the project management is challenged by the management in the organization because there is no stable system to control the organization and to the specific project implementation and the other is the image of one organization affected by other NGOs and this influence the donor and the fund.

Local NGOs are expected to improve the life of society by providing different projects and the level of project implemented measured by the impact made to communities (Biresaw Geremew, 2016) but the existing practice to address community needs still in uncertain (Jeffrey Clark, 2000) (Mengesha Ayene, Raman Kumar, Fitsum Asefa, 2014) and the project implementation and challenges pay significant role (Eric D. Werker, Faisal Z. Ahmed, 2007). Therefore, this project paper assessed the project implementation practice of social work projects in local NGOs in Addis Ababa, and analyze the strength and weakness or challenges of the existing practice and by filling the gap and put recommendation.

1.3 Research questions

- How is the project implementation practice of social work in local Non-Governmental organization in Addis Ababa, Ethiopia?
- What are the practical challenges that are facing social work project implementation practice in local NGOs?
- What are the strength and positive practice that is made by social work project implementation on local NGOs?

1.4 Objectives of the study

1.4.1 General objective

- To assess execution practices of social work projects undertaken by local Non-Governmental Organizations (NGOs)

1.4.2 Specific objectives

- To assess the existing practice of social work project implementation in local NGOs.
- To assess challenges of project implantation that is faced in local NGOs.
- To give suggestion, and recommend solutions to identified problems on the project of social work.

1.5 Significance of the study

The research mainly focuses on the existing project implementation practice of social work project in local NGOs and the challenge faced in the time of implementation. This research has implication in NGOs, local NGOs, beneficiary and stakeholder, and academicians.

Most of NGOs especially local NGOs are implementing projects without professional project management knowledge and skilled project implementer (project team) therefore this study will be useful resource to NGOs which have different objective to improve community status by knowing project implementation practice and challenges that has to be considered before starting the project implementation.

Beneficiary and stakeholder has to have a knowledge about the project implementation and common challenges the NGOs face now a days; specially the donor, governmental agency and community has highly influence the project implementation and their level of engagement is one of the challenges the project implementation faced now a days in local NGOs. Therefore this study work will help them to give insight on how social work projects work and how they can influence the project implementation for community and country development.

To give practical knowledge to the expertise and academicians on social work project implementation area; about project implementation challenges and how most local NGOs are working now a days to make their project sustainable to address social and local community development. The research also be used as a reference or input for further study within similar scope.

1.6 Scope of the study

This study limited to the **local** non-governmental organization (NGOs) that found **in Addis Ababa**, Ethiopia and the focus of this study is mainly on projects implemented **to child development** by local NGOs. This is because that there are no many research on the implementation of project and its challenge related to project management system in social work projects; therefore this paper will give an insight about project implementation practice regarding project management and its relation in social work projects by studying in small scale and leaving space to further study. Even though there are a lot of categories within social work projects; child development, women empowerment, agricultural improvement, health support etc. 238 local NGOs are found in Addis Ababa that are working in child development projects therefore the paper focus on child development projects implemented by local NGOs in Addis Ababa this make the comparison within similar category. This study scope limited as one-time assessment of local NGOs with the time frame of March to June.

1.7 Limitations of the study

In Ethiopia there are 2,461 NGOs that work under charities and societies proclamation. From this 372 are international NGOs and 2089 are local NGOs all around the country. 1,261 which is around 60% are local NGOs works in Addis Ababa, the main reason for local NGOs based in Addis Ababa is the head office or the social work projects are implemented in this geographical area (Charity and Sociteies Association, 2013). This study cover local NGOs that found in Addis Ababa for the reason of 60% of local NGOs within the geographical scope of Addis Ababa, Ethiopia. Most of the NGOs have different objective to improve economic and social life of communities from that, this studies limited to 238 Local NGOs in Addis Ababa that focused on children developmental objective to assess the social work project implementation practice and challenges; this is because of the time limitation, deficiency of written documents and other resource, verity of objective and scope of NGOs.

1.8 Definition of terminology

Project is execution of work by defining beginning and end to create a unique product, service, or result (Project Management Institute, 2013).

Project Implementation is carrying out, performing or practicing of a plan, design or method to bring tangible or intangible outcome (business dictionary, 2017).

NGOs are non-governmental organization are non-profit organization that characterized primarily by charitable or cooperative, rather than commercial objectives, that implement project activities to improve life style of society, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development in all area of the world. (Eric D. Werker, Faisal Z. Ahmed, 2007)

Local NGOs are NGOs which work on humanity and different projects by using 90% of their finance from local funds and 70 % project implementation and 30% administrative cost. (Federal negarit Gazeta, 2009).

Social work projects are projects implemented by organized profession through targeting Disadvantaged sections of the society like: weaker sections, down- trodden part of the society orphans, women, labors etc. to uplift their status in social, economic and political life. This include showing the society different technique to improve their capacity for addressing the need in sustainable way (Dhavaleshwar C.U, 2016).

1.9 Organization of the study

The study paper composed of preliminary and main body part. The preliminary part include coverage, declaration, dedication acknowledgment, acronyms, list of tables and figures.

The main body cover five chapters, reference and appendix. The first chapter is the introduction part which cover background of the study, problem statement about social work projects implementation, research questions, objective of the study, and significance of the study, scope and limitations. The second part is review of different literature regarding social work project and challenges; the first part cover definition of terminology, history of NGOs, different social work projects, project implementation practice and challenges. On the third chapter methodology covered research design and approach, techniques of data collection, research population, sample size and data analysis part. In the part of data analysis and finding part the study cover basic information of the respondent, project implementation practice and challenges social work project faced and finally the data analyzed in qualitative way. Chapter five cover conclusion and recommendation of the study. Reference and appendix listed at the end of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

2.1 NGOs History

Even though there is no specific evidence about when was the exact time of NGOs formation in world history, NGOs were engage their capacity to abolish the slave trade in 1807, in 1863 red cross international formed to give emergency humanitarian help to WWI and WWII and afterward there are different NGOs evolved to fill the gap of government work on developmental, social improvement projects in developed and developing countries (David Lewis, 2016)

NGOs began to appear around 1960 in Ethiopia to emergency relief operation to famine crises in different regimes of the country. Subsequently the main objective of NGOs changed to developmental projects majorly in health and rural development (Jeffrey Clark, 2000). Governmental statistic shows that one-fifth of NGOs activities were centered on long term developmental objectives (Van Beurden, 1998). Recently most of local NGOs focus on food security, health and educational projects to sustain needs of community (Jeffrey Clark, 2000).

According to (Kendra E Dupuy, James Ron & Aseem Prakash., 2014) report there is dropping rate of NGOs that found in Ethiopia from 2009 to 2011 by 45% and the main reason for this stated as, policy and regulation provide by EFDR to monitor NGOs but recently there is an increase number of NGOs in Ethiopia, and based on the data there are 2461 local and international NGOs that work in deferent developmental, environmental, health care projects and supporting different vulnerable group of society and 60% of NGOs are registered as local NGOs (Charity and Sociteies Association, 2013).

2.2 Social work projects within NGOs

As mentioned before NGOs are project driven organization which fill the gap and implementing developmental projects to support the government. As per (Henrique Castro & Marly Monteiro de Carvalho, 2007) study indicates the percentage of projects completed with success is up from 16% in 1994 to 29% in 2004 and this influence the involvement of stakeholder in project implementation. Even though there is an increase nature of project success throughout the years because of an improvement of project implementation practice and development of new strategy to manage project and engaging project management, team work and achieving different constraint; that will measure the project (Project Management Institute, 2013) but still there are argument about the level of impact the project made to the beneficiary welfare (Judy L. Baker, 2000).

NGOs mostly have project driven nature and the success or failure of particular project influences the organizational stability and also it affect country picture in big scale (Eric D. Werker, Faisal Z. Ahmed, 2007). International or local NGOs existences depend on the objectives of implementing projects to address the community demand based on their scale and scope of project definition.

NGOs work different social work project that address the community with low income, low, poor health condition, not acquisition quality education, high rates of population growth, substantial dependence on traditional agriculture, gender-based discrimination, and vulnerability (Todaro, M.P & Smith, S.C, 2003). For this reason NGOs organize themselves as international and local to implement project that improve the community condition; development project on poverty, environmental care, agricultural system improvement, health care, women empowerment, children development and educational training (Eric D. Werker, Faisal Z. Ahmed, 2007).

These projects implementation are beyond providing society demand that is not filled by governmental supply without interfering political situation of the country (Jeffrey Clark, 2000). Other scholar argue that social work projects are not limited to the project other than politics; social work profession promotes social changes, problem solving in human relationships and the empowerment of people to enhance community life style without working on advocacy of right and motivating society for their political engagement (international association of school of social work & international federation of social workers, 2004).

Now a days, Different NGOs engage political, social work projects for community development this include educating about right and responsibility to create pressure, make decisions and work with governance system to improve communities life style (Manohar pawar, 2014). Despite developing country who approve all type of NGOs to implement projects which involve political influence, human right and advocacy; Ethiopian banned international NGOs that work on human right, advocacy and political engagement also the country provide regulation to the registered NGOs to focus on developmental project except right and advocacy (Kendra E Dupuy, James Ron & Aseem Prakash,, 2014)

There are different social work projects; educational, poverty eradication, child development etc. implemented to tackle society challenges. These part explain who is targeted population and in which are of the world that the different type of projects implemented to improve education, eradicate poverty and develop child with full capacity; also the impact made by implementing the social work project.

2.2.1 Educational projects

There are lots of reports about social work project that was engaged on the objective of education for all (EFA). Since 2000 NGOs increase its influence in education (Ruth Naylor & Susy Ndaruhutse, 2015), This create local and international NGOs participation in education for all programs by working on projects; this project includes continuing education for student on the edge of drop out, out of school children and for children that doesn't have access (Inger Ulleberg, 2009). On other hand EFA Report show that from the donation that is gained to humanitarian aid only 1.4 % are allocated to educational projects and from this Africa receive 35% and this make Ethiopia the second top recipient of fund for educational projects (Ruth Naylor & Susy Ndaruhutse, 2015).

In save the children report for 2011, there were projects that was implemented in conflict affected areas of the world to improve quality and access to education. These projects address, eight million conflict-affected children benefit from improved quality of education, three million conflict-affected, and out-of-school children gain access to education. Education established as a recognized means for protecting children affected by armed conflict.

The international community mobilizes significantly increased resources for education for children in countries affected by conflict by (Save the Children, 2012).

In developing countries like Cambodia there are local and international NGOs which focus on education for all (EFA) program which are: Access to Free Education, Appropriate Learning and Life Skills, Adult Literacy, Gender Equity and Quality of Education. Even though there was some challenge the project face in implementation, the projects bring high impact to the community and country as a whole (NGOpartnership, 2007).

2.2.2 Poverty reduction projects

World Bank label countries as developing, developed and third world countries (World Bank, 2007). There are many NGOs which main focuses on poverty reduction program as innovative and grassroots driven organization. Based on (Uma Devi R., 2013) study that worked on NGOs that found in India, many NGOs develop and implemented projects that improve social states of rural area of India but, not all projects reached the poor successfully and effectively by focusing on root of the problem and the writer argue that in early year, NGOs project impact was not sustainable because they were using fill in the gap and first hand problem solving technique.

But recently local and international NGOs in India focused in diverse projects on the bases of eradicate poverty objectives. As (Uma Devi R., 2013) report there are list of project implemented in that area: *The humanitarian and structural development of organization for poor*, developing small groups, credit based cooperatives, mother welfare society and cooperatives etc. *Employment generation*, by providing job opportunity in their organization or through motivating the society to develop self-employment by giving training and some lone. *Organizing groups and participation of beneficiaries* to empower and awareness on how to sustain their own and family life. *Introducing Micro credit projects*, to help them develop saving culture for their life improvement. *Initiating capacity building, self-reliance and sustainable community development*. *Relief service* provide first hand service to affected area. *Peace building projects* as a main factor that affect development of one's country.

On Study that is held in Ethiopia shows that poverty reduction project include food security specially to the region that affected by draught, income generation to sustain the life of family, access to social service by reducing the cost of service that is given by service provider, orphan and street children care and environmental protection (Deryke Belshaw & Erin Coyle, 2001).

2.2.3 Child development project

Child development projects has many aspects in different stage of child growth which include early child development which include providing nutrition, preschool education, health care and psychological support (World Bank, 2003). To the children whose ready to school child development project include providing access to get education, nutrition, shelter specially for children who lost their parent and special need and attention to children with developmental challenge autistic disorder, disability, vulnerable children etc. within child development projects there are different NGOs that work on different objective to help child growth in the world (Save the Children, 2012).

Over 24 separate studies implemented in 15 different countries by UNICEF shows that early child development (ECD) influenced by different factors; for instance the environment, where the children grow affect their development, family size and birth order is other factor that affect family capacity to child growth, mother education level and employment is also a key factor even within the same level of economic class. The main objective of UNICEF projects is to promote child development by encompassing physical, social and intellectual aspects through direct engagement to the children and incorporate an active community involvement to prompt the impact of the projects, UNICEF also work on protective care to vulnerable children (UNICEF, 1984).

(NGOpartnership, 2007) Report that Cambodia's NGOs corporate with governmental agency to attained education for all (EFA) goal; Goal number one which is Early Childhood Care and Education: Expanding and improving comprehensive early childhood care and education, especially for the most vulnerable and disadvantaged children. To attain this goal there was a lot of projects implemented; advocacy project to the community to give insight about health, nutrition to children development and educational importance, training to the volunteer about pre- school education and health care etc.

2.3 Project implementation practice

Even though there is a lot of social work projects implemented in world to improve life of society within specific project scope, the impact that is made by organization vary based on the successful execution of the projects. Therefore this study try to look what is the success factor of project implementation and practice of implementation projects. This include theoretical fact and practical experience of project implementation practice.

In (Project Management Institute, 2013) explanation about project success, there are constraints that will influence the project implementation practice. These are Scope, quality of the project, budget, schedule, human resource and rick of projects directly influence project implementation and success of the projects. But scholar argues that this is not the only factor that affects the implementation of project. (Kerzner H, 1998) Explain project implementation success factor are beyond the three constraints, which commonly called iron triangle, it include project team competency, management commitment to the implementation of the project, project management system, human resource management within the organization, beneficiary participation, governmental involvement and communication within stake holder.

Even though, success factor level of influence to the project implementation vary in deferent project (Fortune, j. & white, D., 2006) identify twenty- seven success factors of different project by reviewing 63 publication that focus on critical success factors (CSF) and rank them based on the number of citation frequency which explain on specific success factor and based on this; support form senior management, clear and realistic objective, updated detailed plan, good communication of project team and stakeholder etc. are highly ranked critical success factors (CSF) that influence project. In addition to the three constraints (schedule, cost and scope) this factor might be internal or external but project implementation practice can be evaluated through the level of influence CSF brought to implementation of projects and the overall project impact (Kerzner H, 1998). *See table 2*

(Henrique Castro & Marly Monteiro de Carvalho, 2007) Explain In existing project implementation practice about the factor that affect project implementation practice in telecommunication projects; trend in project management, organizational structure, project management methodology and competency of project manager, team and sponsor. And the writer also explain their specific relation and level of influence to the effective performance of the project.

Table 2:1 critical success factor of project implementation

Critical success factor	Count of citations that support CSF
Support from senior management	39
Clear and realistic objectives	31
Detailed plan kept to date	29
Good communication or feedback	27
User or client involvement	24
Skilled or sustainable qualified and sufficient team	20
Effective change management	19
Competent project manager	19
Strong business case for project	16
Sufficient and well allocated resources	16
Good leadership	15
Proven or familiar technology	14
Realistic schedule	14
Risks addressed and managed	13
Project sponsor or champion	12
Effective monitoring and control	12
Adequate budget	11
Organizational adaptation, culture, structure	10
Good performance by suppliers, contractor and consultant	10
Planned close out and review, acceptance of possible failure	9
Training provision	7
Political stability	6
Correct choice/ past experience of project management methodology/ tools	6
Environmental influences	6
Past experience (learning from)	5
Project size (large)/ level of complexity/ number of people involved (too many)/ duration (over 3 years)	4
Different viewpoints	3

(Fortune, j. & white, D., 2006)

Local and international NGOs develop their project implementation practical system but there are some common focus area that support successful implementation of social work projects (Eric D. Werker, Faisal Z. Ahmed, 2007) and the authors mention factors that influence the project implementation; stake holder which are donor, beneficiaries and project implementer or team as project implantation practice influencer.

Accordingly This studies review on the definition and implementation of some critical success factors based on the influence to project implementation practice:- Project management system is one of critical success factor that affect the project implementation by integrate the organization structure, higher management relation to project management, stakeholder influence, communication level, change management etc. (Fortune, j. & white, D., 2006).

Based on the relation with the project and organizational goals and different characters as *see in table 3*, there are two type of project management system used to successful implementation of the project; strategic and conventional (traditional) project management system. (Tony Grundy & Laura Brown , 2002).

Table 2:2difference between traditional and strategic project management system

	Conventional / traditional	Strategic
<i>Link with business strategy</i>	direct and explicit	vague and distant
<i>Project Definition</i>	usually portrayed as a 'given'	highly flexible, creative, depending on options
<i>Project planning</i>	Follows on directly from project definition	only done once a project strategy is set
<i>Attitude to detail</i>	Absolutely central, it's all about control	Important but only in context tries to see the big picture
<i>Importance of stakeholder</i>	Emphasis on formal structure project manager, team and sponsor	Far-reaching stakeholder analysis
<i>The importance of uncertainty</i>	Coped with through critical path analysis after activity planning	Uncertainty analysis done first then activity planned

(Tony Grundy & Laura Brown , 2002)

Project implementation practice highly influenced by project manager and team competency (Fortune, j. & white, D., 2006). Competence measured in three dimension such as Knowledge, Skill and Personality(KSB) ; *Knowledge* focus on know-how about project task and specialization on part of the project, *skill or performance* is the ability to accomplish project and level of experience measure the efficiency of work in project team there are different skill that help the project team to implement project successfully such as communication, work in team, working on deadline or schedule and *personality or behavior* this include but not limited to discipline or core personal character of project team (Project Management Institute, 2013).

Resource are main factor on project completion; the limitation of resource help to define the scope of the project. In project implementation there is a need of resource for instance cost, time, human etc. this constraint highly influence project success therefore before starting the project work there has to be proper plan and estimation and throughout project implementation phase. Project devote high amount in employee that work as project team and administration for successful implementation of projects therefore human resource management help project implementation by including staff acquisition and release, schedule for training session, team building strategy, recognition and award and this motivate employee, reduce turn over and enhance skill and competency (Project Management Institute, 2013).

(Rehema C. Batti, 2014) Explain about how human resource management affect project implementation practice as a success factor in local NGOs; experience, competency, payment etc. Most of child care and development project implementation is based on voluntary group and society group who took small training on children development. But it need professional guidance, technical support and supervision, and operational management. The report emphasize project implementation practice highly influenced by organizational arrangements, fund allocation from main office and human resource capacity (UNICEF, 1984).

The other factor that affect project implementation is stakeholder influence and involvement to projects. Stakeholder affect the project implementation positively or negatively; some stakeholder are sponsor or donor, customer or end user, seller, business partner, organizational group, functional manager etc. Based on the level of influence there has to be a communication matrix that serve to all stakeholder (Project Management Institute, 2013). Especially NGOs implement project by partnering with different stakeholder and this improve stakeholder involvement, diligence and accountability and improve structure of organization and communication within the organization and this will be done by providing partner frame work to investigate their level of influence (UNHCR, 2012)

Most of project plan to implement project by avoiding Governmental and external environment influence involvement and because of this reason project have challenges in the time of implementation. One country develop plan to implement different projects for country development and sustain life of people within it based on this government support may vary between project to project. In Ethiopia, government have high involvement in financial allocation of budget (70% to 30%) (Federal negarit Gazeta, 2009) and type of project for instance; project that work on advocacy of right or projects related to political empowerment highly challenge or not allowed to be implemented by international and local NGOs, this highly affect the involvement of NGOs with human right objectives and it is argumentative topic still now (Kendra E Dupuy, James Ron & Aseem Prakash,, 2014).

2.4 Challenge of NGOs project implantation

The implantation of highly affected by internal and external factors that can be seen as a challenge that affect the success of the project directly or indirectly and this influence the level of impact that the project bring to the community (Henrique Castro & Marly Monteiro de Carvalho, 2007)

2.4.1 External factors that influence project implementation

Regulation and policy: UNICEF report state that the main challenge in project implementation practice in developing countries is national policy and priority framework of objective make the project impact low to the beneficiary and demotivate the donor of the project (UNICEF, 1984). Country like Ethiopia most of the social work project is limited to community development without advocacy of human right, social justice and political engagement (Kendra E Dupuy, James Ron & Aseem Prakash,, 2014).

Governmental influence: Difficulty getting support and full cooperation from government agencies in building awareness and community partnerships (NGOpartnership, 2007) project implementation delay by not getting local administration approval this reduce the project significance in timely manner (Biresaw Geremew, 2016)

Beneficiary and donor involvement: Difficulty in getting participation from villagers who are poor and poorly-educated or have received no education. Because the poor focus their time on earning income to support their families, they concentrate less on education and the future of their children. This limits their capacity to send their children to school and to participate in NGO activities (NGOpartnership, 2007). (Eric D. Werker, Faisal Z. Ahmed, 2007) Donor are financial source of the project and because of (Mengesha Ayene, Raman Kumar, Fitsum Asefa, 2014)

2.4.2 Internal factors that influence project implementation

Organizational structure: the project implementation highly influenced by NGOs organizational structure and less corporation within the higher manager influence the project implementation practice (Eric D. Werker, Faisal Z. Ahmed, 2007)

Human resource management: in the article (Rehema C. Batti, 2014) list the challenge on human resource management; Recruitment and Retention of Competent Staff, Inadequate Human Resource Policies or Procedures, Lack of capacity to manage a diversity of work Force,

Mismatching of employee qualifications with Jobs or Positions, Inadequate HR Management Skills among Supervisors, Organization program strategies affect staffing, Inability to offer and provide competitive employee incentives and benefits, Inadequate Performance Management Systems, Inadequate career development opportunities, Difficulties in Maintaining Balance between Employee and Organization needs, Lack induction and coaching Mechanisms for new employees, Presence of leadership Gaps/Crisis, Inadequate or Clear Structures for Rewarding Performance and this all affect the performance of social work projects.

Project manager and team competency: (Henrique Castro & Marly Monteiro de Carvalho, 2007) State that Employee capacity and competency is one of the challenge in projects implementation. Even though the level of knowledge and experience of a team influence project implementation there is deficiency of employee with level of experience

Fund and financial situation: The financial situations of the local NGOs are also a big challenge because of the fund provider (donor) is unstable, the management of the fund collected from the donor and allocation of the fund. (Mengesha Ayene, Raman Kumar, Fitsum Asefa, 2014). Donor organizations found working with local NGOs to be slow and difficult because of limited capacity in strategic conceptualization, service delivery, and financial accountability (Eric D. Werker, Faisal Z. Ahmed, 2007).

Scope scrip or change: (Shoa Asfaha, 2011) review projects on poverty reduction and advocacy on health and the main challenge to the projects implementation was the objective and the real practice of implemented project are different in scope some of them are have scope scrip. As per Action Aid Ethiopia report developmental projects that was done in rural area of Ethiopia highly affected by scope change of project (Biresaw Geremew, 2016).

CHAPTER THREE

3. METHDOLOGY

This chapter emphasize to explain more on the research strategy, the approach of the data collection, techniques for data collection and sampling technique and sample size that are used throughout this study to reach study population and to give strong recommendation on project implementation practice and its challenges in local NGOs in Addis Ababa.

Methodology is a process collecting, analyzing and interpreting the resource to resolve a problem or question and provide solution. In preparation of solving the problem the first priority is to formulate problem question then figure out how it going to be answered through different methodology.

There are many ways to gather information on the way to formulate conclusion for the problem question that raised from the research, but selecting the appropriate methodology is important on how to acquire response from the population that support the hypothesis that draw from literature review and give strong recommendation.

This chapter covers the methodology that is proposed to be use in this research (approaches of data collection) and explains research strategy, research design, population that has to be covered and sampling size with their reasonable selection for the research objective.

3.1 Research design and approach

(Devaus, 2001) there are different types of research design that vary with type of research approach and how to address it problem statement and research question, but the most common are descriptive, explanatory, causal, case study, experimental etc. based on the data availability, how the researcher relate the problem and solution. Descriptive research design answer the research question of what, when, who and where about the existing condition of the situation. For this study **descriptive research design** is the preferred type of research design to assess the project implementation practice of local NGOs that work on child development and conclude and give recommendation to the research question. The reason behind the selection of descriptive design to answer what are the existing social work project implementation practice and challenges by referring different work of scholars.

From the definition of research strategy and based on research question, this research are use *pragmatic approach (mixed type of research strategy)* to gather the data from sample. For this research subjective and objective measure applied to assess the challenges of project implementation practice in social work project. The research adapt quantitative and qualitative research strategy simultaneously, **quantitative** used to quantify the existing challenge to social work project implementation that is stated on the research problem statement with short time frame and to make the analysis easier and **qualitative** used to gain studying population personal perspective about the challenge they are facing now a days because, project is unique and complex in nature we cannot conclude based on the challenge that is collect from literature review and pilot interview that is done to formulate research problem.

3.2 Approaches of data collection

For this research survey approach as primary data collection and desk study as secondary data collection proposed to be used. The reason for the selection of survey approach is to get factual information about social work project implementation practice in local NGOs and its challenges .And desk study (secondary data collection) are used in the time of literature review to define and investigate the project implementation practice and challenges.

3.3 Technique for data collection

This research followed deferent techniques of data collection trying to utilize all sources of knowledge on social work project implementation practice and its challenges in local NGOs in Addis Ababa, Ethiopia. The approach of data collection that is proposed to be used for this research are literature review, questionnaire and pilot interview. The reason for the selection of the methodology will be explained below.

3.3.1 Secondary data

This research used literature review methodology to define the term of reference, historical background of NGOs in the world and Ethiopia specifically, this study also review sample projects that was held in social work projects on different developmental program, try to show different project implementation practice and challenges faced by NGOs.

3.3.2 Primary data

In this research questionnaire are proposed to use to investigate the research questionnaire because:-

- Resource are limited and there is a need for data from many people with short time,
- To gather data about knowledge, challenge, experience and behaviors and
- It important to protect the privacy of participants
- It is easy to analysis it to give recommendation

Before the questionnaire formulated and give to the respondent there need to consider questionnaire methods, research population and sampling size.

3.4 Research population

Non-Governmental Organizations have different social work project for example sustainable development projects, community development, national disaster, women empowerment and child development. From all this; the target population for this study mainly focus on 238 local NGOs which register on charity and societies association (CHSA) in Ethiopia with the scope of child development. Name of NGOs that are part of the study population are listed in Appendix II, even though the objectives of the NGOs are children development they use different strategy to address the need: providing home, food, school support, empowerment etc. these projects scope cover children of different status for example disable, street children, autistic children, family less children etc. for the reason of large population in this study and shortage of time this study used **sample survey** to collect response from population and analyze to conclude and give recommendation on the social work project implementation practice and its challenge.

3.5 Sampling methods

In this research sample is selected **randomly** from the target population local NGOs which work on child developmental projects. Because the sample selection from the population has an equal chance towards the answer to implantation practice and its challenge of social work projects in local NGOs in Addis Ababa. And also the data collection method is questionnaire therefore it is reasonable to use random sampling method.

3.6 Sampling size

Sample size is the desired precision of the estimations one requests to achieve and it depends on the nature of the analysis to be performed. It include the number of variables that have to be examined simultaneously and how various a universe is sampled. (Scott M.smith, 2015)

Where: no = Sample size n= sample size for given population

Z = Z value (e.g.1.44 for 85% confidence level)

p = percentage picking a choice, expressed as decimal (0.5 used for sample size needed)

e = error limitation, expressed as decimal (e.g., 0.1 = ±10%)

N= number of population, 238 (Appendix 2)

$$no = z^2 * (p)(1 - p)/e^2$$

$$No = \frac{(1.44)^2 * 0.5 (1-0.5)}{(0.1)^2}$$

$$(0.1)^2$$

$$No = \frac{2.0736 * 0.25}{0.01}$$

$$0.01$$

$$No = 51.84$$

$$n = \frac{no N}{no + (N - 1)}$$

$$n = \frac{51.84 * 238}{51.84 + 237}$$

$$51.84 + 237$$

$$n = \underline{\underline{43}} \text{ respondents needed}$$

3.7 Questionnaire design

After selecting the population and samples questionnaire designed as closed structural questionnaire because it is easy to ask, quick to answer and simple to analysis it. The respondent of local NGOs employee; project manager, social worker or any of the project team answer the question by ticking from the alternative one or ranking. The questionnaire developed to collect the necessary data concerning project implantation practice and its challenges on child development projects by local NGOs. Questionnaire has three section which are:-

Section 1-basic information about the company, this section is to obtain the basic information about the respondents. The questionnaire includes the following: Name,

profession, company name, category of the firm, year of experience, position in which the respondent represents in the organization and classification of organization.

Section 2- Information about local NGOs project implementation practice, the main concern of this section is to gather information about factors that influence project implementation and constraint of project implementation and level of influence of different stakeholder in project implementation.

Section 3- challenges on the implementation practice of social work projects, ranking different type of challenges that is collected from the interview and literature review of different social work projects done through NGOs.

3.8 Pilot study

A pilot study is a research study conducted before the intended study with full-scale research. It usually executed as planned for the intended study but on a smaller scale. It also helps to reduce errors not to eliminate. A pilot study provides a trial measurement for the questionnaire, which involves testing the wording of the question, identifying ambiguous questions and testing the technique that you use to collect the data. A pilot study applied before literature review was conducted to some local NGOs in Addis Ababa to gain information about project implementation and challenges project implementer team are facing now a days to use as data to formulate research problem.

3.9 Data Analysis

After collecting the necessary data from local NGOs that work in children development that found in Addis Ababa this study go through analyzing the data to draw conclusion and recommendation. From the target group the questioner distribute to 43 local NGOs as sample for this study (*see sample size*) and after collecting data, the next step held which is data analysis and the questioner was analysis by using Statistical Package for the Social Science (SPSS) in order to investigate the project implementation and its challenges. And at the end, the comment and suggestion of the respondent listed as qualitative way for further investigation.

3.9 Ethical issues

The ethical issues need to be considered in a scientific research based on this this study consider the ethical issue to the reliability of the conclusion and recommendation. The study result depend on the data provided by the respondent and from literature review by using secondary data available to this subject matter and the process is realistic and bias free.

CHAPTER FOUR

4. DATA ANALYSIS AND FINDING

4.1 Introduction

Based on the main objective of this study, which is assess the practice and challenges of social work projects undertaken by local Non-Governmental Organizations (NGOs), different data collection technique used; interview to project managers and literature review to investigate the project implementation practice and its challenges. Then afterward the questionnaire developed to the sample of local NGOs that work on child development within the geographical area of Addis Ababa, Ethiopia.

In order to comprehend this, the data collected by communicating 43 local NGOs by using random sampling technique; asking their willingness to fill the questionnaire and from the sample 8 of them are no longer work as Non-Governmental Organizations for many reason and 2 of them are not willing to respond the question; therefore this data analyzed based on 33 respondents that fill the questionnaire by using SPSS software for quantitative question and for qualitative or open question which ask to write the comment of respondent, written at the end of data analysis and finding chapter.

Data analysis and finding covers three basic part; first basic information of the respondent which cover their educational level, year of past experience, work position and specialty within the organization. Second part of analyze contain project implementation practice of social work projects which include project management system which is strategic or tradition, project team competency, human resource management and from external factor governmental support and influence, and community participation to project implementation. And finally the challenges that face in project implementation are analyzed for strong conclusion within the scope of this study.

4.2 Basic information about the respondents

This part cover basic information of respondent and in this study position of respondent in the organization, year of experience, specialization of respondent, educational level and past experience in implementation of projects are analyzed. This give common ground to analysis project implementation practice and its challenges. This study focus on the respondent NGOs because the target population is 43 local NGOs in Addis Ababa.

From the sample highest amount of respondents are working as social worker, 24.2 % of respondents are project manager and there are also 3% consultant, 3% director, 3% country representative, 6.1% executive 3% director, 3% general manager, 3% program coordinator, 12.1% project coordinator, 6.1% project head. There are lot of verity in the position of the organization and this position variety in the organization of respondent independent to the response help the study to see different perspective about the factor that influence project implementation and its challenges .

Table 4:1 respondent position in the NGOs

Position in the Organization	Frequency	Percent
Consultant	1	3 %
country representative	1	3%
Director	1	3%
executive director	2	6.1%
general manager	1	3.0%
Manager	2	6.1%
program coordinator	1	3%
project coordinator	4	12.1%
project head	2	6.1%
project manager	8	24.2%
social worker	10	30.3%
Total	33	100%

Source: on computation by the help of SPSS VER 20, (2018)

Table 4.2 list out year of experience of respondent which have a minimum of 2 years and maximum of 23 years and 57.57% of the respondent within 5 up to 10 years of experience, 27.27% of respondent had 1 up to 5 year of experience and 12.12% within time frame of 10 up to 15 year. Experience of respondent within the organization relate with number of project implemented.

Table 4:2 respondent experience in year

Year of experience	Frequency	Percentage
1-5 years	9	27.27%
5-10 years	19	57.57%
10-15 years	4	12.12%
15-20 years	0	0%
20-25 years	1	3%

Source: on computation by the help of SPSS VER 20, (2018)

In the sample used in this study, there are four type of specialization of respondent as project management, project team, social work and other type of specialty within the organization, there are 51.5% project management, 9.1% project team, 33.3% social work and 6.1% others (program coordinator, executive director) are involved as respondent.

Table 4:3 field of specialization

Field of Specialization	Frequency	Percent
project management	17	51.5%
project team	3	9.1%
social worker	11	33.3%
Others	2	6.1%
Total	33	100%

Source: on computation by the help of SPSS VER 20, (2018)

Educational qualification as indicated in the table below, form the respondent that work in organization 51.5 % have a master's degree, 30.3% have bachelor's degree, 6.1% of respondent have diploma educational level and 12.1% labeled as other level of education status in field of their specialty.

Table 4:4 educational level of respondent

Educational qualification	Frequency	Percent
Diploma	2	6.1%
bachelor's degree	10	30.3%
master's degree	17	51.5%
Others	4	12.1%
Total	33	100%

Source: on computation by the help of SPSS VER 20, (2018)

Number of project implemented in past experience vary from 2 projects to 104 projects this means the respondent have a lot of experience and seen different type of implemented project this help the respondent to provide adequate response on project implementation practice and its challenges.

Table 4:5 frequency of past project experience

Number of project implemented	2	3	4	5	6	7	8	9	10	12	13	14	15	18	32	104	Not respond	Total
Frequency	6	1	2	5	1	2	1	2	1	1	2	1	3	1	1	1	2	33

Source: on computation by the help of SPSS VER 20, (2018)

4.3 Project implementation practice of social work project

This part of analyzing section cover organization level of execution, type of project management system used to implement the project, project team competency, human resource management as internal factor and governmental support and community participation as external factors.

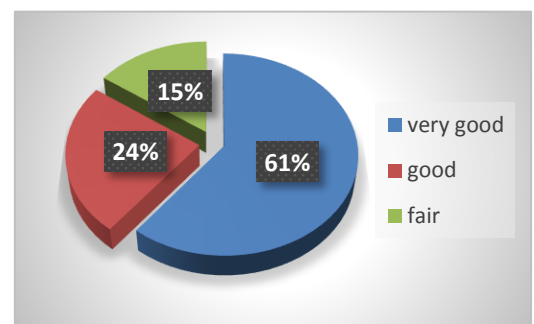
Project execution

From the sample high level of respondent agree the level of project execution in their organization is very good, moderate level of respondent response that there is good project execution and five respondent agree on fair level of project execution within child development projects implemented by local NGOs. As per the response, in general project implementation practice is very good but the experience of respondent in project implementation vary (*see table 4.5*).

Table 4:6 Level of project execution in respondent local NGOs

Level of execution	Frequency	Percent
very good	20	60.6%
good	8	24.2%
fair	5	15.2%
Total	33	100%

Figure 4:1 Percentage of project execution



Source: on computation by the help of SPSS VER 20, (2018)

Project management system

Traditional or strategic project management system are differentiate by different labeling definition gained from scholar. Based on the characteristics the questionnaire provide three type that made the response of respondent out of confusion; integration of project objective to organization objective, flexibility of organization regarding structure and communication and organization level of adoption to the changes and using innovative way for successful implementation of projects in their respective local NGOs.

According to the assessment within the three character of strategic project management system, the average of project management system is 1.56. Therefore this data can be interpreted as the respondent strongly agree on project objective integrate with organizational objective, though change adaptation and organizational structure of respondent, local NGOs are agreed on average their organization applied these system in moderate way. Based on this it can be concluded that local NGOs used strategic project management system adequately but still needs of some improvement.

Table 4:7 project management system (traditional or strategic)

Project management system (traditional or strategic)	Mean value	Std. deviation
Project management integrate organizational objective to specific objective	1.45	0.506
organizational structure and communication flexibility	1.59	0.56
project management system adapt change and use innovation way	1.65	0.479
Average	1.56	

Source: on computation by the help of SPSS VER 20, (2018)

N.B; strongly agree=1, agree=2, disagree=3 and strongly disagree=4

Project team competency

Project team competency can be measured through three basic constraints which are knowledge, skill and behavioral capacity of a team (KSB). Based on the average mean of team competency constraint which value 1.9, and this means project team competency within local NGOs have competency on team level of knowledge and performance skill but facing difficulty especially in behavioral competency of project team and this restrained project implementation.

Table 4:8 project team competency in project implementation

Project team competency	Mean value	Std. deviation
project team level of knowledge	1.97	0.684
project team level of performance skill	1.70	0.637
project team level of behavioral capacity	2.03	0.637
Average	1.9	

Source: on computation by the help of SPSS VER 20, (2018)

N.B; strongly agree=1, agree=2, disagree=3 and strongly disagree=4

Human Resource Management (HRM)

Human resource management is one of critical success factor the affect project implementation and it include; human resource management plan and lesson learned for staff acquisition and release, organizational support project team by providing knowledge, recruitment and retention of project team, level of turnover rate. The respondent agree (2.00) on average, organization support to give training and the effort showed by the organization regarding employee recruitment and retention but the respondent human resource plan and lesson learned are challenging to implement. Based on the data analyzed below the average mean value of human resource management is 2.12 which interpret as sample local NGOs are working on management of human resource in restrained way and this influence project implementation practice as an internal factor.

Table 4:9 human resource management as CSF

Human resource management	Mean value	Std. deviation
HRM plan and lesson learned for staff acquisition and release	2.42	0.614
organization support to give training	2.00	0.661
organization effort to recruitment and retention	2.00	0.707
Average	2.12	

Source: on computation by the help of SPSS VER 20, (2018)

N.B; strongly agree=1, agree=2, disagree=3 and strongly disagree=4

Turnover and financial situation relationship

Based on the respondent answer average of them agree that there is a medium level of turnover of employee within local NGOs, 11 respondent answer there is low rate of turnover of employee in their organization and 9 respondent agree there is high level of turnover rate in local NGOs. Therefore this can be interpreted as there is medium level of turnover rate in local NGOs.

According to the response of respondent 27.3% respondent agree and 27.3% strongly agree, that employee turnover is because of the financial situation of the organization but 12.1% of respondent agree that there is no relation between employee turn and financial situation of organization and 33.3% didn't respond because their organization has low turnover rate and it is not related to this question. This data show that there is high relationship between employee turnover and financial situation of local NGOs.

Table 4:10Relation between financial situation of organization and turn over

Turnover rate	Frequency	Percent
High	9	27.3%
Medium	13	39.4%
Low	11	33.3%
Total	33	100%

Financial relation with turn over	Frequency	Percent
strongly agree	9	27.3%
Agree	9	27.3%
Disagree	4	12.1%
Total	22	66.7%
not applicable(missing value)	11	33.3%
Total	33	100%

Source: on computation by the help of SPSS VER 20, (2018)

Success Factor to implement project

Project implementation success factor are derived from pilot interview and reviewing literature of project implementation and evaluate project implementation practice of local NGOs. From social work implementation practice factors; project implementation based on schedule is rank first as highly practiced in social work projects, then it continue in descending order; project implementation based on cost, project implemented based on scope and quality, beneficiary or community participation, level of project team competency and organizational management commitment, governmental involvement and human resource and its management rank last.

Table 4:11 project implementation practice factor rank

Project implementation factors	Mean value
human resource and its management	3.39
governmental involvement in project implementation	3.55
beneficiary or community participation	3.73
organizational management commitment	3.67
level of team competency	3.67
project implementation based on schedule	3.94
project implementation based on scope and quality	4.09
project implementation based on cost	4.00

Source: on computation by the help of SPSS VER 20, (2018)

N.B; 5= high level of practice, 4= fair level practice, 3= normal level practice, 2= weak level practice and 1= very weak level of practice in project implementation.

External factor of project implementation

There are two common external factor that influence project implementation governmental positive influence and community participation in the local NGOs project implementation.

Governmental support as external factor analyzed and result sate; 54.5% of the response select fair governmental support, 27.3%, 15.2% respond high level of support encountered in their project implementation and 3% of respondent answered very weak support from government affect the project. Based on the response government have fair support in project implementation practice.

Table 4:12 level of governmental support to project implementation

Level of governmental support	Frequency	Percent
High	5	15.2%
Fair	18	54.5%
Weak	9	27.3%
very weak	1	3%
Total	33	100%

Source: on computation by the help of SPSS VER 20, (2018)

As table 4.13 tried to show the level of community participation are the second external factor that present in this study and sample of local NGOs respond in equal frequency to high, fair and weak frequency of community participation in project implementation practice. Therefore the community participation in project management.

Table 4:13 community participation in project implementation

Community participation	Frequency	Percent
High	11	33.3%
Fair	11	33.3%
Weak	11	33.3%
Total	33	100.0%

Source: on computation by the help of SPSS VER 20, (2018)

The reason for weak participation of community participation in project implementation both lack of knowledge and community don't see the benefit of the project had equal present. And 51.5 % agree to high participation of community or not willing to answer this part of question.

Table 4:14reason for weak participation of community in project implementation

Reason for low level of community participation	Frequency	Percent
lack of knowledge	8	24.2%
don't see the benefit	8	24.2%
not applicable, missing	17	51.5%
Total	33	100%

Source: on computation by the help of SPSS VER 20, (2018)

4.4 Challenges of social work project implementation practice

By extracting common challenges faced in project implementation from the interview and literature review this study asked the response of respondent about the difficulty they are facing and to rank the challenges that listed on the questionnaire. Based on the analysis; 24 respondent agree that they are facing difficulty on project implementation based on given budget, scope, schedule and quality, and 9 respondent organization didn't face difficulty in their project implementation practice by cost, schedule, quality and scope.

Table 4:15 difficulty of project implementation within constraints (cost, schedule, quality and scope)

Difficult to implement project	Frequency	Percent
Yes	24	72.7%
no	9	27.3%
Total	33	100.0%

Source: on computation by the help of SPSS VER 20, (2018)

Project implementation challenges

Based on pilot interview and deep review of project implementation challenges the list of challenges presented to rank by respondent to analyze the challenges of project implementation. According to the respondent the challenges ranked as high challenging, medium challenging and low challenging. Fund and financial challenges and regulation and policy as a challenges become highly challenging to project implementation, governmental negative influence, lack of professional employee and human resource management are medium challenging, and scope changes, low beneficiary and donor involvement and low managerial support in organizational structure are low challenging to existing project implementation practice. *See table 4:16*

N.B Even though 9 respondent did not find difficulty implementation of project based on cost, schedule, quality and scope they rank the challenges faced in their project implementation.

Table 4:16 project implementation practice challenges, rank

Project implementation challenges	Mean value
governmental influence as a challenge	3.19
low managerial support organizational structure	2.61
low beneficiary and donor involvement	2.88
regulation and policy challenge	3.42
lack of professional employee	3.12
scope change to project	2.67
human resource management deficiency	3.12
fund and financial challenges	3.45

Source: on computation by the help of SPSS VER 20, (2018)

N.B 5 = very highly challenging, 4= highly challenging, 3= challenging, 2= low challenging and 1= very low challenging

4.5 Qualitative data analysis

This cover Respondent response for additional comment on project implementation practice and challenges. This might be an input for further study.

- Lack of local sponsors
- Most of the challenges of these projects are due to lack of proper documentation of children from the government side.
- Financial challenges play a vital role in social work project implementation.
- The requirement and guidelines of the government towards NGO work are very unstable. It is very difficult to follow and abide in it very frequently way; which makes implementing a project very difficult for an organization.
- Project implementation are highly affected by financial constraints and governmental policies. Financial constraints made number and quality of our employees very limited which directly and indirectly affected our project efficiency and effectiveness and governmental policies does not consider our current situations (for instance foreign adoption is banned without looking for another option).
- The biggest challenge in project implementation is governmental policy and lack of fund etc.
- A strong and skilful needs assessment followed by a solid project plan will result in a successful project implementation. A project which is not well planned based on the findings of the assessment will fail in the course of implementation.
- The project implemented has a challenge on its impact to their society and the main reason for this is low involvement of community as stakeholder is low and they resist to accept changes easily.
- Local NGOs mainly focused on local funds but Ethiopia society are not willing to involve in charitable funds and this make the financial situation unstable.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Introduction

This part cover conclusion of the result that found after analyzing the project implementation practice of local NGOs and their challenges based on 33 respondent response that found in different local NGOs that work on child developmental by using random sampling. Afterward questioner developed by using interview and secondary data collection technique to derived critical success factor (CSF) and challenges that affect project implementation practices to attain the objective of to assess the practice and challenges of social work projects undertaken by local Non-Governmental organization. And finally based on the data this study put forward recommendation on the existing practice and challenges of social work project implementation.

5.2 Conclusion

NGOs are non-governmental organization that work to support and sustain social challenges. NGOs are project driven by its nature and social work projects are the main factors that sustain the existence of NGOs. There are different type of projects implemented in Ethiopia for social improvement; women empowerment, environmental protection, supporting disable group of the society, eradicate poverty and child development. On this study the target population is child development to assess the social work project implementation practice and its challenges.

The project implementation practice of local Non- Governmental Organizations (NGOs) use moderate strategically project management system with some level of traditional project management system but it still need some improvement. Even though the team competency on knowledge is high the behavior and performance skill of organization is low this made the project team competency is implemented in moderate way. Human resource management of the organization as critical success factor highly affect the project implementation this include human resource management plan, organizational involvement to recruitment and retention of project team, organizational support in project team training for improvement and level of turnover within local NGOs. Therefore human resource management has low level practice in social work project implementation.

Social work project implementation in local NGOs are based on schedule and cost but it's still not practiced to implement project with human resource and its management. From external success factor governmental support and beneficiary and community participation are analyzed in this study and there is medium level of governmental support and community participation encountered today's local NGOs project implementation.

The main challenges of the project implementation of local NGOs are financial fund and regulation and policy of Ethiopia country are major challenges of local NGOs, governmental influence, low beneficiary and human resource management affect the project implementation in moderate level. Local NGOs that work in child development, social work projects highly engaged in different type of success factor to uplift social development but still there are internal and external challenges they are facing now a days this situation highly influence the impact they should bring to society and country in general.

5.3 Recommendation

Based on literature review and finding from data analysis this study recommend on project implementation practice and challenge faced by local NGOs:

- There need some improvement on the training given to employee within the organization to increase impact of project implementation. And also stake holder specially donor to about local NGOs project and its implementation to gain sustainable financial income.
- The existing strategic project management system and team competency within local NGOs need level of improvement to increase quality of project implementation and to reduce the internal challenges.
- Local NGOs have to adopt changing environment to increase the level of their capacity to be competent to improve social challenges and to gain their trust from donors for their sustainable endurance by making impact.
- Government influence has highly affect the social work project implementation therefore government has to work by integrating with local NGOs to improve their impact to the community.
- Ethiopia has different rule and regulation regarding formation and implementation of project and this highly affect the implementation of project therefore Policy and regulation has to be overviewed again by regarding the existing situation of country therefore responsible governmental organization should revise.
- This study mainly focused on local NGOs in Addis Ababa that implement project on child development therefore, further study needed for more investigation of project implementation practice of local NGOs and on project implementation challenges that work in different projects for instance; women development, healthcare, environmental protection etc. and to conclude for 1261 local NGOs that implement social work project.

Limitation of the study

For the reason that this study target population is child development and the conclusion and recommendation based on the analysis made on randomly selected local NGOs that work on child developmental project there is limitation on generalizing of the result to all local NGOs. Therefore further study should be held to conclude in big scale.

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APPENDIX

Appendix 1, Question for interview

Interview to project manager of selected social work projects in local NGOs in Addis Ababa

- 1. How is project implementation practice in your NGOs?*
- 2. What are the challenge/problem your NGOs face in social work project implementation practice?*
- 3. The effect/impact of the challenge to your project implementation?*
- 4. If there is any specific experience on the challenge that restrict the project from implementation?*

Appendix 2, Name of local NGOs which work on child development

Table of appendix; list of local NGOs in Addis Ababa, Ethiopia

1	ABA WOLDETENSAE GIZAW'S MOTHER AND CHILDREN WELFARE ASSOCIATION
2	ABDISA WILI SAVE THE STREET CHILDREN AND YOUTH LIVES ASSOCIATION
3	ABEBECH GOBENA YEHITSANAT KIBIKABENA LIMAT MAHIBER
4	ABENEZER YEHITSANAT MASADEGIYA MAHIBER
5	ABIGIYA CHARITABLE SOCIETY
6	ABIY NIGUSSE HUMANITARIAN ORGANIZATION
7	ABUNE ZENA MARKOS ASSOCIATION FOR CHILDREN AND ELDERLY SUPPORT
8	ACCESS TO CHILDREN'S DEVELOPMENT ORGANIZATION
9	ADDIS BIRAHANE CHARITIES ASSOCIATION
10	ADDIS HIWOT CHILDREN AND FAMILIES DEVELOPMENT ASSOCIATION
11	ADDIS TESFA YEHITSANAT ENA AREGAWIAN TENKEBAKABI MAHIBER
12	ADDISI ALEM CHILDREN'S RELIEF ASSOCIATION
13	ADERA YEBEGO ADIRAGOT DEREJET
14	ADET GEONJE CHARITY ASSOCIATION
15	ADMAS CHILD REHABILITATION AND DEVELOPMENT ORGANIZATION
16	ADONAY WOMEN AND CHILDREN DEVELOPMENT ASSOCIATION
17	AFRICA CHILDREN AID ASSOCIATION
18	AFRICA HUMANITARIAN ACTION/AHA/
19	AFRICA ORPHAN CHILDREN VILLAGE ASSOCIATION
20	AFRICA WOMEN AND CHILDREN DEVELOPMENT
21	AFRICA ORPHAN CHILDREN VILLAGE ASSOCIATION
22	AFRICA WOMEN AND CHILDREN DEVELOPMENT
23	AGAR ETHIOPIA CHARITABLE SOCIETY
24	AGED AND CHILDREN PASTORALISTS ASSOCIATION(ACPA)
25	AHOPE ETHIOPIA
26	AISHA CHARITY ASSOCIATION
27	AKAWAK GUTU BEGOADRAGOTE
28	AL-EMAN CHARITY ASSOCIATION
29	ALEM CHILDREN SUPPORT ORGANIZATION(ACSO)
30	Alemegeña mother's and children development organization
31	All CHILDREN DESERVE OPPORTUNITY
32	ALLIANCE FOR CHILDREN
33	Alliance with women and children organization
34	ALMAZ ASHENE CHILDREN AND FAMILY SUPPORT ASSOCIATION
35	AMANA RELIEF AND DEVELOPMENT ASSOCIATION FOR ORPHAN'S AND THE NEED
36	AMATUBIYA CHARITABLE ORGANIZATION
37	AMEN MOTHERS AND CHILDREN INTEGRATED DEVELOPMENT ASSOCIATION
38	ankelba children's help and support charity
39	ARADA CHILD AND FAMILY CHARITABLE SOCIETY
40	ARAT KILO CHILD CARE AND COMMUNITY DEVELOPMENT
41	ARTISTICS CHARITABLE SOCIETY IN ETHIOPIA
42	ARTISTS FOR CHARITY ASSOCIATION
43	ASRE WOMEN AND CHILDREN DEVELOPMENT ORGANIZATION
44	ASSOCIATION FOR NATIONAL PLANNED PROGRAM FOR VULNERABLE CHILDREN AND IN NEED(ANPPCAN) ETHIOPIA
45	ATITEGEB WORKU METASEBIA HITSANAT ENKEBEKABIE BEGOADRAGOT MAHIBER
46	B LOVED ETHIOPIA
47	BAHIR INTEGRATED CHILD AND FAMILY SUPPORT ORGANIZATION (BICFSO)

48	BEREKET ORPHANS CENTER
49	BERHAN MINISTRY FOR CHILDREN AND WOMEN DEVELOPMENT
50	BERHAN YEHUN-ETHIOPIA
51	BERHANE HIWOT CHILDRE'S AND FAMILY SERVICE ORGANIZATION
52	BESU EJI CHARITY ORGANIZATION
53	BETE SAIDA HITSAT MERJYA ASSOCIATION
54	BETE-FIKIR DEVELOPMENT AND WELFARE ORGANIZATION
55	BETEL PROSPERITY CHILDREN DEVELOPMENT ORGANIZATION
56	BETHE HITSANAT MAHIBER
57	BETHEL ORPHANS AND VURNERABLE CHILDREN SUPPORT
58	BETHRAPHA DEVELOPMENT ASSOCIATION(BDA)
59	BETHZATHA CHILDREN'S HOME ASSOCIATION
60	BETTER GENERATION
61	BEYOND THE ORPHANAGE ORGANIZATION
62	BIBUGN WOREDA YEBEGO ADRAGOT MAHIBER
63	BIFTU CHILDREN,S CENTER ASSOCIATION
64	BIRHAN CHARITY
65	BIRUH HIWOT LEHETSANAT ENA AREGAWIYAN MAHIBER
66	BLENE CHARITY ORGANIZATION
67	BOLE BIBLEBAPTIST CHURCH CHILD CARE AND COMMUNITY DEVELOPMENT
68	BOLE CHRISTIANS CHILDREN FUNDS ASSOCIATION
70	BRIGHT FOR CHILDREN VOLUNTARY ASSOCIATION
71	BRIGHT FOR EVERY KIDS ASSOCIATION
72	BRIGHT FUTURE FOR CHILDREN AND YOUTH ASSOCIATION(BFCYA)
73	BRIGHT HOPE
74	BRIGHT HOPE CHILDREN'S WELFARE ASSOCIATION
75	BRIGHT VISION FOR HIGHLY VULNERABLE CHILDREN DEVELOPMENT ORGANIZATION
76	BRING LOVE IN FOR NEEDY CHILDREN
77	BRUHTSEFA MEMORIAL CHARITY ORGANIZATION
78	CARE FOR CHILDREN'S AND ELDERS LIFE ASSOCIATION
79	CARITAS-ETHIOPIA CHARITABLE SOCIETY
80	CHILD AND MOTHERS DEVELOPMENT ETHIOPIA
81	CHILD ETHIOPIA
82	CHILDREN AND WOMEN SELF-RELIANCE
83	CHILDREN`S HEAVEN
84	CHRISTIAN CARE FOR CHILDEN`S AND ELDERS ASSOCIATION/
85	COALITION CHILD SUPPORT ASSOCIATION
86	COMPASSION FAMILY INTERNATIONAL(CFA)
87	DANAIT CHARITY ASSOCIATION
88	Dawn for orphan children Ethiopia association
89	DOOR OF HOPE HUMANITARIAN SERVICE
90	EBNEL MUKUNEY CHARITABLE ORGANIZATION
91	ECO OF WOMEN WITH DISABILITY AND CHILDREN DEVELOPMENT ASSOCIATION
92	EDGET YEHISTANAT MASADEGIA MAHIBER
93	EDLAWIT METASEBIA MEREDAJA MAHIBER
94	EDOM CHILDREN AND YOUTH ASSOCIATION
95	EHSSAN ORPHANS CHILDREN'S ASSISTANCE ORGANIZATION
96	EL ROL CHILD CARE AND COMMUNITY DEVELOPMENT NET
97	EL- SHADDAI CHARITY ORGANIZATION
98	ELSHADAI CHILD DEVELOPMENT ORGANIZATION /ECDO/
99	ELSHADAY INTEGRATE CHILD CARE AND COMMUNITY DEVELOPMENT

100	EMANUEL ORPHANS DEVELOPMENT ASSOCIATION
101	ENABLING A BETTER FUTURE DEVELOPMENT ASSOCIATION
102	ENAT ALEM YEHSANAT MERJA MAHIBER
103	ENAT care and support for orphans and elderly persons association
104	ESHET CHILDREN AND YOUTH DEVELOPMENT ORGANIZATION
105	ETHIO-BERLIN ORPHAN CHILDREN AID ASSOCIATION(EDOCOA)
106	EYERUSALEM YEHSANAT ENA MAHIBERESEB LIMAT DIRIJIT
107	FAMILY AND CHILDREN INTEGRATED DEVELOPMENT FOUNDATION(FCIDF)
108	FAMILY CHILD CARE ASSOCIATION
109	FEED THE CHILDREN
110	FIKIR LEHSANAT YELIMAT DIRJIT
112	FINOTE BIRHAN COMMUNITY BASED CHILD CARE AND SUPPORT ASSOCIATION
113	FORUM ON SUSTAINABLE CHILD EMPOWERMENT(FSCE)
114	FRIEND'S ASSOCIATION FOR CHILDREN AND ELDERS
115	GELGELA INTEGRATED ORPHANS AND DESTITUTE FAMILY SUPPORT ASSOCIATION
116	GLIMMER FOR STREET KIDS
117	GLORY OF HOPE CHILDRENS DEVELOPMENT
118	GOOD HOPE CHILDREN PROJECT
119	HAND IN HAND HOLISTIC CHILDREN SERVICE
120	HANNA ORPHANS HOME
121	Help Korah
122	HOPE FOR ABANDONER CHILDREN AND CARE ASSOCIATION
123	HOPE FOR CHILDREN AND YOUTH DEVELOPMENT
124	HOPE FOR CHILDREN ASSOCIATION
125	HOPE FOR CHILDREN CARE INTERNATIONAL
126	HOPE FOR CHILDREN ORGANIZATION
127	HOPE OF ELDERS AND CHILDREN AID ORGANIZATION
128	ILU WOMEN AND CHILDREN INTEGRATED DEVELOPMENT ASSOCIATION
129	INITIATIVE ETHIOPIA CHILD AND FAMILY SUPPORT ASSOCIATION
130	JEDIDI'AH CHILDREN'S AID ORGANIZATION
131	JEMAL HUSSEN CHILDREN AID ORGANIZATION
132	KALKIDAN LELEJOCH BEGO ADRAGOT MEHABER
133	KECHENE BETE-ISRAEL CHILDREN & COMMUNITY DEVELOPMENT ORGANIZATION
134	KIDAN'S CHILDREN CARE ORGANIZATION
135	KIDS CARE CHILDREN'S WELFARE ASSOCIATION
136	KIDS HOME WELFARE ASSOCIATION
137	KORE GREAT HOPE
138	LAME BORA ORPHANS CHILDREN DEVELOPMENT ASSOCIATION
139	LET ME BE A CHILD
140	LEWT SUPPORTING ORPHAN AND VULNERABLE CHILDREN AND EMPOWERING WIDOWED MOTHERS ASSOCIATION
141	LIFE TO LIVE CHARITY ASSOCIATION
142	LIGHT FOR GENERATION
143	LIVING HOPE ETHIOPIA DEVELOPMENT ASSOCIATION
144	LOVE AND CARE CHARITY ASSOCIATION
145	LOVE AND HOPE FOR CHILDREN ORGANIZATION
146	LOVE FOR CHILDREN AND FAMILY DEVELOPMENT CHARITABLE ORGANIZATION
147	LOVE FOR CHILDREN AND MOTHERS
148	LOVE FOR CHILDREN ORGANIZATION
149	LOVE FOR THE CHILDREN
150	LOVER FOR CHILDREN'S AND ELDERS ASSOCIATION (LCEA)

151	MAHBERE TESFA CHILD CARE ORGANIZATION
152	MAKAFEL ELDERLY AND CHILDREN CARE ASSOCIATION
153	MARY JOY DEVELOPMENT ASSOCIATION
154	MEDHANIALEM HITSANAT MERJA MAHIBER
155	MEKREZ CHARITY ORGANIZATION
156	MEKREZ YEHTSANAT MERJA MAHBER (MYMM)
157	MERCY MINISTRY HAPPY CHILDREN HOME ASSOCIATION
158	MERKATO CHILD AND FAMILY CHARITABLE SOCIETY
159	MIDRE KESHI GEBRU CHARITABLE ASSOCIATION
160	MISKAYE CHILDREN'S WELFARE ASSOCIATION
161	MITSEWAT ORPHANS AND OLD AGED PEOPLE HELPING ASSOCIATION
162	MORIAH CHILDREN DEVELOPMENT ASSOCIATIONS
163	MOSES CHILDREN'S
164	MOTHER AND CHILD REHABILITATION CENTRE (MCRC)
165	MOTHERS AND CHILDREN MULTISECTORAL DEVELOPMENT ORGANIZATION
166	MUDAY BEGO ADRAGOT MAHIBER
167	NAZARETH CHILDREN'S CENTER AND INTEGRATED DEVELOPMENT
168	NEGE LETESHALE HIYWET YEHITSANAT TIMHRET ENA LIMAT MAHIBER
169	NEW GENERATION ORPHAN RELIEF ETHIOPIA
170	NEW HOPE CENTER FOR CHILDREN OF THE HANDICAPPED
171	NEXT GENERATION
172	NIA FOUNDATION
173	NIYANA YEHETSANAT ENA SETOCH LIMAT MAHEBER
174	NUTRITION PLUS HOLISTIC HOME CARE
175	ONESIMUS CHILDREN DEVELOPMENT ASSOCIATION
176	ORGANIZATION FOR CHILD DEVELOPMENT AND TRANSFORMATION (CHADET)
177	ORGANIZATION FOR SUPPORTING WOMEN AND CHILDREN
178	ORGANIZATION FOR THE DEVELOPMENT OF WOMEN & CHILDREN-ETHIOPIA(ODWaCE)
179	ORGANIZATION FOR VULNERABLE CHILDREN AND FAMILIES
180	ORPHANS AND GIRLS ASSISTANCE ASSOCIATION(OGAA)
181	OUR FATHERS CHILDREN DEVELOPMENT ASSOCIATION
182	PARTNERSHIP FOR ORPHAN AND VULNERABLE CHILDREN-ETHIOPIA
183	PHARES ORPHANAGE
184	PHAREZ HUMANITARIAN FOR ORPHAN CHILDREN AND ELDERLY PEOPLE
185	POOR WOMEN AND CHILDREN DEVELOPMENT ASSOCIATION
186	PROTECTION, RESPECT AND OPPORTUNITY FOR CHILDREN ON THE STREET
187	RAEY YEHITSANAT ENA BETESEB LIMAT MAHIBER
188	RAINBOW GENERATION ETHIOPIA CHARITY ORGANIZATION
189	REMA YEHTSANAT YEBETESSET AGELGLOT
190	RESCUE THE CHILD AND YOUTH

191	RESURRECTION ORPHAN AND WIDOWS SERVICE
192	RIFT VALLEY CHILDNER AND WOMEN DEVELOPMENT ORGANIZATION
193	ROSE LAND CHILD DEVELOPMENT ORGANIZATION
194	RYAN AUTISM CENTER
195	SAVE LIVES
196	SAVE MOTHERS AND CHILDREN OF OROMIA
197	SAVE THE CHILDREN OF ABRAHAM CHARITY ASSOCIATION
198	SELAM CHILDREN'S VILLAGE
199	SELAM HIWOT INTEGRATED CHILDREN AND COMMUNITY SUPPORT ORGANIZATION
200	SELAM ORPHAS CHILDREN DESTITUTE MOTHERS AND AGED ASOCIATIONS
201	SELE ENAT MAHIBER
202	SHAMIDA CHILDREN & WOMEN DEVELOPMENT ASSOCIATION(SCAWDA)
203	SHECHEM L.D/DEVELOPMENT ORGANIZATION
204	SHEGER CHILD AND FAMILY DEVELOPMENT CHARITABLE SOCIETY
205	SHIBESHI CHILD CARE CENTER
206	ST. FRANCIS CHILDREN CARE ORGANIZATION
207	ST.FRANCIS CHILD SUPPORT CENTER
208	STREET CHILDREN AND MOTHERS AID ORGANAZATION
209	STREET CHILDREN FUND
210	SUNRISE CHILDREN DEVELOPEMT ASSOCIATION
211	SUPPORT STREET CHILDREN AND MOTHERS
212	TALITA ORPHANS, GIRLS AND THE AGED SUPPORT ORGANIZATION
213	TAZA YEBEGO ADRAGOT
214	TESFA ADDIS PARENTS CHILDHOOD CANCER ORGANIZATION
215	TESFA BIRHAN HISANAT MASADEGIYA
216	TESFA MERJA LIMAT MAHIBER
217	THE BRIGHT WORLD CHARITY ASSOCIATION
218	THE END OF THE EARTH CHILD CARE ASSOCIATION
219	THE RIGHT PATH CHILD DEVELOPMENT ASSOCIATION
220	TMHIRT MESMAT LETSNACHEW LOJOCH HIBRET
221	TOMORROW'S FRUITS CHILD HELPING ASSOCIATION
222	TRUE LIGHT CHILDREN DEVELOPMENT
223	TSEDALE DABA ORGANIZATION FOR ORPHAN SUPPORT
224	UNITED VOLUNTERS DEVELOPMENT ORGANIZATION FOR CHILDREN AND WOMEN
225	VISION FOR CHILDREN
226	VOICE FOR STREET CHLILDREN ETHIOPIA
227	WABE CHILDRAN'S AID AND TRAINING
228	WALTA MOTHERS AND CHILD HEALTH CARE ORGANIZATION
229	WEGEN YEHITSANAT ENA YEENATOCH MERJA MAHIBER
230	WOMEN AND CHILDREN DEVELOPMENT ORGANIZATION
231	YEENGIDA HITSANAT MEREJA MAHIBER
232	YENEGE TESFA HITSANAT ETHIOPIA MAHIBER

233	YETEEM CHILDREN'S AND DESTITUTE MOTHERS FUND
234	YETESFA BER LE HETSANAT MAHIBER
235	YETIM HITSANAT ENKIBKABE MAIKEL
236	YEZELALEM MINCH CHILDREN AND COMMUNITY DEVELOPMENT
237	YEZEWDITU MESHESHA YEHITSATINA BETTSEB YEBEGO ADRAGOTINA LIMAT MAHIBER
238	ZETSEAT ORPHANAGE

(Federal negarit Gazeta, 2009)

Appendix 3, Questioner as primary data collection

ADDIS ABABA UNIVERSITY
College of Business and Economics (CoBE)
School of Commerce

Dear Respondents

I am a graduating student of project management MA Program at Addis Ababa University, School of Commerce. For the partial fulfilment of my class I am working on the study with the title of: ASSESSMENT OF PROJECT IMPLEMENTATION PRACTICE OF SOCIAL WORK PROJECT IN SELECTED LOCAL NGOs IN ADDIS ABABA. And the main objective of this questionnaire is to collect the necessary data concerning the practice and challenges of social work project implementation under taken by local non- governmental organizations (NGOs).

Definition: - social work project implementation is the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard or policy to bring unique outcome that alleviating the condition of those people in community that suffer from social deprivation

This questionnaire will take approximately **15 minutes** of your time. And we are grateful for your kind participation in the enrichment of this research.

Please tick; rank at the provided space below, any comment or suggestions are greatly appreciated. If you have any questions or suggestions feel free to contact me with the address given below.

Best regards.

Name	Mobile phone no.	Email address
Rahel Gebre	+251-910-09-60-31	ritagebre05@gmail.com

Thank you for your corporation.

Instruction: please read each of the following question carefully and respond your opinion based on your past experience. There are written answer request on the given blank space for detail information needed, tick on the box which approximately fit for you and the last one is grading the question by encircle the number given in the table

5	4	3	2	1
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Section 1-Basic Information, This section collects basic information of the professional and his/her organization

1.1 Name of your Organization(optional):-----

1.2 Your Position in organization:-----

1.3 Your Years of experience:-----

1.4 Classification of specialization

Project manager

Project team

Social worker

others (please specify) -----

1.5 educational qualification

Diploma

Bachelor's degree

Master's degree

others (please specify) -----

1.6 How many project did you implement in your past experience: -----

Section 2- implementation practice of social work projects

2.1. The level of execution of the project

Very good good fair poor v.poor

2.2 project management system (strategic or traditional)

2.2.1 Project manager integrate organizational objective to specific project objective

Strongly agree agree disagree strongly disagree

2.2.2 The organizational structure and communication within stakeholder are more flexible and easy for project manager to implement the project successfully

Strongly agree agree disagree strongly disagree

2.2.3 The project management system of the organization adapt the change and use more innovative way of project implementation practice.

Strongly agree agree disagree strongly disagree

2.3. Project team competency in project implementation

2.3.1 The organization project teams have high knowledge to complete the project by achieving project objective.

Strongly agree agree disagree strongly disagree

2.3.2 The organization project teams have high performance skill to accomplish project based on project objective.

Strongly agree agree disagree strongly disagree

2.3.3 The organization project teams have behavioral capacity to work together for successful project implementation.

Strongly agree agree disagree strongly disagree

2.4. Human resource management of organization to project implementation

2.4.1 The organization has organized human resource management plan and lesson learned for staff acquisition and release to

Strongly agree agree disagree strongly disagree

2.4.2 The organization support project team by giving training to increase the knowledge and skill of project team.

Strongly agree agree disagree strongly disagree

2.4.3 The organization put a lot of effort for recruitment and retention of human resource

Strongly agree agree disagree strongly disagree

2.4.4 The organization turnover rate of employee who involve in project implementation

High medium low

2.4.5 If it is high, this is because of the financial situation of the organization

Strongly agree agree disagree strongly disagree

2.5 Please rate the following of project implementation practice by encircling the number within the table.

5	4	3	2	1
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Where; 5= high level of practice, 4= fair level practice, 3= normal level practice, 2= weak level practice and 1= very weak level of practice in project implementation.

social work project implementation practice factors					
Description of constraints	Rating				
Project implemented based on the Scope and quality	5	4	3	2	1
Project implemented based on cost	5	4	3	2	1
Project implemented based on schedule	5	4	3	2	1
level of team competency In project implementation	5	4	3	2	1
Organizational management commitment	5	4	3	2	1
Beneficiary or community participation	5	4	3	2	1
Governmental involvement in project implementation	5	4	3	2	1
Human resource and its management	5	4	3	2	1

2.6. Governmental support in project implementation

High fair weak v. weak

2.7. Community participation in project implementation

High fair weak v. weak

2.8. If community participation is weak, what is the reason for not participating in project implementation?

- Lack of knowledge
- Didn't see the benefit
- The project didn't engage the community
- Higher management do not believe in its feasibility
- Other (please specify) -----

Section 3- challenges in implementation practice of social work projects

3.1 Do you find it difficult to implement the project based on given scope, budget, schedule and quality?

Yes

NO

3.2 please rate the following challenges of project implementation practice by encircle the number

5	4	3	2	1
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Where; 5 = very highly challenging, 4= highly challenging, 3= challenging, 2= low challenging and 1= very low challenging.

Challenges of social work project implementation practice					
Description of challenges	Rating				
Fund and Financial challenges	5	4	3	2	1
Lack of professional employee or	5	4	3	2	1
Human resource management deficiency	5	4	3	2	1
Scope change to the project	5	4	3	2	1
Regulation and policy as challenge	5	4	3	2	1
Low beneficiary and donor involvement	5	4	3	2	1
Low managerial support and organizational structure	5	4	3	2	1
Governmental influence as a challenges on the project objective	5	4	3	2	1

3.3 Additional comments and suggestion about project implementation practice and challenges faced by project implementation -----

THANK YOU FOR YOUR KIND PARTICIPATION!